



Students' Union

Strategic Plan

2009-2012

Contents

- 1.0 Introduction**
- 2.0 Socio-Economic Profile**
- 3.0 Vision, Mission and Values**
- 4.0 Strategic Issues and Priorities**
- 5.0 Aims and Objectives**
- 6.0 Managing and Resourcing the Strategy**
- 7.0 Action Plan 2009 – 2012**

1.0 Introduction

The Students' Union, a not for profit organisation with charitable status, was formed in 1984 as a semi-autonomous part of the University of Ulster which has a current population of 26,000 full and part time students. The Union is founded on the keystone of providing its members, the students, with the facilitation to pass through the academic process supported by representation, association and service.

In the current climate of change and challenge within the University and student population, the Students' Union has undertaken to develop a strategy to enable it to be more responsive to the needs of its members.

Before commencing on the development of a new strategy for the Students' Union, it was decided by the Union staff and student representatives to take a step back to reflect and agree who they were, what they do (Mission), what they needed to do (Vision) and how they should conduct their future activities (Values).

1.1 Who we are

The Students' Union has two main roles; representational and commercial.

Student representation consists of working at a local and national level. At a local level 9 full-time sabbatical officers are elected annually by the student body and are involved in Student Union and University Committees. On a national level, the University of Ulster Students' Union is affiliated to two National Unions (NUS/USI).

The Students' Union has also established a wide range of commercial operations to ensure students can avail of student friendly services at subsidised prices.

The Students' Union has currently 50 staff members;

- 23 full time
- 2 part time
- 6 full time term time
- 19 part time term time

Plus 9 Sabbatical Officers and approximately 70 part time elected officers across the 4 campuses.

Students Union Core Team Members Role

Student Representatives

Student Representatives	Role
Adrian Kelly	Student President
David Flynn	Sports Union President
Gerard Carroll	Vice President Jordanstown
Sean Cunningham	Vice-President Coleraine
Renee Thompson	Vice-President Belfast
Michael Gallagher	Vice-President Magee
Oisin Doherty	Vice-President Education & Welfare, Coleraine
Caolan Quinn	Vice-President Education & Welfare, (Jordanstown & Belfast)
Mark Houston	Vice-President Education & Welfare Magee

Staff Members

Staff Members	Role
Emmett Mullally	General Manager
Colin Campbell	Human Resources & Administration Manager
Clodagh Kennedy	Finance Manager
Karen McKillop	Marketing Manager
Frank Dunleavy	Student Financial Advisor
Avril Honan	Student Representation Co-Ordinator

1.2 What we do and how/where we do it

What	How	Where
Management of Commercial Operations	Manage and operate: <ul style="list-style-type: none"> • 1 Shop • 1 Bar & large Function Room • 1 Sandwich Bar • Photocopying Service • 1 Snack bar Commercial Tenants <ul style="list-style-type: none"> • Second hand bookshop • Hairdressing service • Games Area 	Coleraine Campus
	Manage and operate: <ul style="list-style-type: none"> • 1 Shop • 2 Bars • 1 Snack Bar • 1 Sandwich Bar • Photocopying Service Commercial Tenants <ul style="list-style-type: none"> • Games Area 	Jordanstown Campus
	Manage and operate: <ul style="list-style-type: none"> • 1 Shop • 2 Bars & large Function Room • 1 Café • 1 Sandwich Bar • Games Area 	Magee Campus
	Manage & operate: <ul style="list-style-type: none"> • 1 Bar 	Belfast campus
Provision of Student Support Services	<ul style="list-style-type: none"> • Representation of students at University Committees, Academic Appeals, Disciplinary Hearings. • Provision of advisory and welfare services • Research, develop and manage campaigns in response to identified student issues/concerns. • Lobbying internal and external Policy Makers • Developing and maintaining effective community relationships. • Promoting positive profile of students via PR events and media. • Formally represent University of Ulster Students at two National Union Forums • Fund Sports Union and Societies • Provision of support & training for the Class Representative System in the University 	All Campuses

Organisational Analysis

1.3 Achievements and Disappointments

Achievements	Disappointments
<ul style="list-style-type: none">• Positive PR for students• Improved Community Relations in Coleraine and Derry in response to concerns registered by the Councils and local residents• Ownership of Class Rep system• Establishment of Maura Lisa Fund• Increased success of Sports Union• Increased student involvement in Ufouria magazine• Increased student involvement in societies in the Students' Union	<ul style="list-style-type: none">• Decline of student involvement in commercial activities• Low level of Student Voting• Behaviour of students in Holyland, and failure of the Union to engage students and residents in a positive manner

2.0 Socio Economic Profile

External Environmental Analysis

University of Ulster Students' Union activities are influenced by a number of outside forces. The table below outlines the key influences that social, technological, economic, environmental, political, legal, and equality issues (STEEPLE) have on the organisation.

Social

- Decrease in number of young people/potential full-time students
- Increase in number of students working part-time, therefore not accessing student representative or commercial/social activities
- Increase in mature day students and part-time students
- Increase in binge drinking, impacting on student performance and community relations
- Introduction of three day concentrated class teaching timetable

Technological

- Increase in on-line activity, leading to reduction in personal visits by students to the University
- Increase in open/distance learning opportunities
- Potential for developing on-line interactive representation and commercial services
- Potential for online voting
- Potential for cut-price advertising

Economic

- Abolition of student grants and implementation of top-up fees creating the need for students to find part-time employment to fund their studies
- Minimum wage level now better for students
- Increased cost in living

Environmental

- Greater number of students commuting by car, leading to pollution and congestion
- Poor location of Students' Union Commercial Outlets/Services
- Inadequate provision of public transport services to access social activities out of office hours

Political

- Local assembly now in power
- Fees Review underway by DEL
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Legal

- Investment required in terms of training to meet Health & Safety Legislation compliance requirements
- Employment Rights Legislation impact on terms and conditions of all types of employment contracts – additional associated costs
- Need to demonstrate compliance with all employment legislation and equality practices – increase in students from ethnic minorities
- Charities Act introduced in 2009, will lead to governance review
- Securities Industries Act will create additional costs
- Corporate Manslaughter Act

Equality

- Increase in students from ethnic minorities – more time/resources required to identify and meet their specific needs
- Need to promote positive attitude and respectful behaviour within an increasing diverse student population
- Investment required to meet DDA requirements

SWOT of University of Ulster Students Union

University of Ulster Students' Union, as an organisation, has a number of strengths and weaknesses as outlined in the table below:-

Strengths	Weaknesses
<ul style="list-style-type: none">• Captive Market• Greater representation at Committees• Sabbatical Officers have personal empathy with students• Sabbatical Officers appointed each year – introduces fresh perspectives and energy• Technical competence of Management Team	<ul style="list-style-type: none">• Increase in “virtual” students• Inconsistency and lack of accountability regarding performance of Sabbatical Officers• Lack of continuity in terms of outgoing and incoming Sabbatical support services• Dependency on University, grant/main funding• Relevance of governance structure
Opportunities	Threats
<ul style="list-style-type: none">• Development and promotion of Interactive on-line student support and commercial services• Student Union Evaluation Initiative• Possibility of online voting• Introduction of University Smart Card• Possibility of institutional license• Conference business and hosting sporting events• New Charity legislation• Campus Redevelopments	<ul style="list-style-type: none">• Relocation and restructuring of campuses• Upward trend of binge drinking will have negative impact on Community Relations, students' academic performance and health• Competition from internal commercial units• Reduction in funding from University• Decline of student population• Removal of the cap on tuition fees• Campus Redevelopments

Stakeholder Expectations

The following table outlines who the main stakeholders are for the organisation and their perceived expectations from University of Ulster Students' Union:-

Stakeholder	Expectations from UU Students' Union?
<i>Funders</i>	<ul style="list-style-type: none">• Enhancement of student experience• Accurate representation of students' needs• Value for money regarding the provision of commercial and student support services
<i>Council</i>	<ul style="list-style-type: none">• Close working relationship with Students' Union to ensure students make a positive contribution to the local community
<i>Community</i>	<ul style="list-style-type: none">• Positive relations with students
<i>Users/Students</i>	<ul style="list-style-type: none">• Effective representation, support and subsidised commercial services
<i>NUS/USI</i>	<ul style="list-style-type: none">• Support lobbying of national issues• Effective contribution/representation at national committees and campaigns

3 Vision, Mission and Values

Vision

The following is the key vision statement for the University of Ulster Students' Union.

Our Vision
<i>To be a sustainable, recognised and respected Students' Union that proactively engages the student body, University and wider community.</i>

Mission

University of Ulster Students' Union statement is:-

<i>A student led and inclusive Students' Union providing high quality representation, membership and commercial services to enhance the student experience at the University of Ulster</i>
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Values

Values	What they mean to the Organisation
<i>Student Led</i>	<ul style="list-style-type: none">• Promote and facilitate student involvement/ownership in all Student Union activities
<i>Continuous Improvement</i>	<ul style="list-style-type: none">• To continually review performance of Students' Union with the aim to improve service provision
<i>Openness</i>	<ul style="list-style-type: none">• To promote a safe and respectful environment where all students can freely express their views
<i>Equality</i>	<ul style="list-style-type: none">• Enable access to all facilities for all students• Promote equal opportunities and ensure students do not suffer discrimination or prejudice
<i>Continuous Professional Development</i>	<ul style="list-style-type: none">• To support Students' Union staff and sabbatical officers in realising their potential

4 Strategic Issues and Priorities

1. To work towards achieving Student Union Evaluation Initiative Accreditation
2. To increase student participation and representation in the Students' Union, for example, increased participation in societies and more effective Site Executives
3. To maintain sustainable and customer focused commercial Services
4. To evaluate effectiveness of current Students' Union organisational structures/personnel in line with changing needs of the student population
5. To develop the profile and competence of Sabbatical Team Officers and make them more accountable
6. To maintain continuity within Student Sabbatical Team Support Services
7. To develop effective lobbying, PR strategies and skills of all Student Union core team members
8. To improve the effectiveness of Student Union staff through increased support and development
9. To work in close partnership with the Sports Union to increase participation and representation.
10. To make the Students' Union more environmentally friendly and decrease the unions carbon footprint.

5.0 Aims and Objectives

The following are the aims and objectives of the University of Ulster Students' Union:-

Aim One: Students' Union to establish a credible profile with students, University and wider community through increased student participation and representation

Objectives

- 1.1 To ensure we are relevant to the needs of our membership
- 1.2 To increase active student participation in the Students' Union
- 1.3 To be recognised and respected as an effective representative body by the University and wider community

Aim Two: To develop and maintain financially viable customer focused commercial units

Objectives

- 2.1 To ensure that Students' Union commercial services (excluding bars) make a positive contribution to Union finances.
- 2.2 To ensure that Students' Union Club Bars are commercially viable

Aim Three: To increase effectiveness of Students' Union Sabbatical & Staff Team

Objectives

- 3.1 To establish objectives, roles and responsibilities of Students' Union Sabbatical & Staff Team
- 3.2 To develop competent Students' Union Sabbatical Team Members
- 3.3 To improve the effectiveness of Student Union staff through increased support & development

Aim Four: Students' Union to support the development of the Sports Union through increased participation and representation

Objectives

- 4.1 To support the development of the Sports Union through securing additional financial and human resources
- 4.2 To increase student participation and representation levels in all Sports Union Clubs

6.0 Managing and Resourcing the Strategy

Managing the Strategy

There will not be a requirement beyond the current funding levels to fund the proposed strategy as most of the agreed actions will be undertaken by full time members of the Students' Union core management team.

The Students' Union is in receipt of £1,036,337 funding from the University of Ulster for the current year up until year end at 31 July 2009.

Projected funding from the University post July 2009 is 2.75% increase in the £1,036,337 annual funding.

The Students' Union recognises the need to return its commercial activity to a profit-making position in order to supplement the block grant.

The General Manager is responsible for managing the Strategy and ensuring that resources are available to meet strategic objectives. The General Manager shall ensure that the Overall Executive review the Strategy on a quarterly basis.

7.0 Action Plan 2009 - 2012

Aim One:	Students' Union to establish a credible profile with students, University and wider community
Objective 1.1:	To ensure the Union is relevant to the needs of its' members
Responsibility:	Students' Union President

What	How	When	Who	Partners	Indicator	Outcome
Ensure we know the needs of our members in relation to both the commercial services and the membership/representation services	<ul style="list-style-type: none"> • UUSU Surveys • Sabbs to use blogs • Outreach work by the Sabbs – eg stalls, out talking to students regularly • Focus groups • Use research already available, e.g. NSS results • UU statistics on what students want • Record service usage • Web based consultation • Student Shout 	Ongoing	Overall President, appointed sabbatical officer(s), Marketing Manager	NUS SUEI UU	<p>Improvement in survey results on specific questions:</p> <ul style="list-style-type: none"> • Members' knowledge of student officers to rise from 16% (Mar 09) to 60% (Mar 12) • Member opinion of how easy it is for them to provide feedback to rise from 30% (Mar 09) to at least 60% (Mar 12) • Member opinion of how much the Union considers them when setting policy to rise from 55% (Mar 09) to 80% (Mar 12) <p>Increase in number of Motions/ Policies passed at UGMs/General Council</p> <p>'You said We Did' webpage populated and evidence of responses from Officers.</p> <p>Use service usage to review the services the Union offers.</p>	Service delivery plan based on the results

Aim One:	Students' Union to establish a credible profile with students, University and wider community
Objective 1.2	To increase active student participation in the Students' Union
Responsibility:	Students' Union President

What	How	When	Who	Partners	Indicator	Outcome
Increase the number of volunteers in the Union by 20% over the next 3 years	<ul style="list-style-type: none"> • Increase the amount of student led clubs and societies by promoting the benefits of these to students and how they can be formed 	Ongoing	Site Vice Presidents	Marketing Manager	More Societies on each campus	An active base of volunteers who are willing to give their time to activities promoting the Union and assisting students.
	<ul style="list-style-type: none"> • Apply for external funding for community based volunteering initiatives and also campaign initiatives 	As opportunities arise	Site Vice Presidents	Finance Manager	More funds available for projects	
	<ul style="list-style-type: none"> • Improve the Site Exec system, leading to greater engagement of part time, voluntary officers 	Ongoing	Site Vice Presidents	Student Representation Coordinator	Greater awareness of Site Executive – from 18% (Mar 09) to 40% (Mar 12)	
Promote successful outcomes from Students' Union Representative interventions, to increase awareness of what the Union does and promote involvement.	<ul style="list-style-type: none"> • Students' Union website, magazine and point of sale locations • Blogs for officers on the UUSU website • Sub TV • Use Class Rep system • General Council 	Ongoing	Overall President, Marketing Manager		Survey feedback – <ul style="list-style-type: none"> • Number of members who feel 'very well informed' about the Union to increase from 6% (Mar 09) to 30% • To increase to 85% the number of members who feel the Union has had a positive impact on their time at Uni. 	

Aim One:	Students' Union to establish a credible profile with students, University and wider community
Objective 1.2	To increase active student participation in the Students' Union
Responsibility:	Students' Union President

What	How	When	Who	Partners	Indicator	Outcome
Promote successful outcomes from Students' Union Representative interventions, to increase awareness of what the Union does and promote involvement.	<ul style="list-style-type: none"> Students' Union website, magazine and point of sale locations Blogs for officers on the UUSU website Sub TV Use Class Rep system General Council 	Ongoing	Overall President, Marketing Manager		Survey feedback <ul style="list-style-type: none"> Number of members who feel 'very well informed' about the Union to increase from 6% (Mar 09) to 30% To increase to 85% the number of members who feel the Union has had a positive impact on their time at Uni. 	Greater awareness by Stakeholders of Student Union initiatives and interventions.
Promotion of both personal and career development benefits of being an active member of: <ul style="list-style-type: none"> Students' Union Site Committees Bar Committees Clubs/societies Class Rep system 	Students' Union website <ul style="list-style-type: none"> Students' Union magazine Student Focus Groups Election Poster Campaign Flyers Promotion through Career 	Ongoing	Overall President, HR Manager, and Marketing Manager		Each Sabbatical position to be contested by at least 2 people each year. Voting numbers to increase by 5% year on year Active committees (ie, meeting regularly and taking policies to UGMs and General Council)	Increase in actual involvement/ participation of students in Students' Union
Increase in number of Union Policies which are generated from the membership	Development Centre <ul style="list-style-type: none"> Well organised and publicised Union General meetings Use of 'Student Shout' initiative (where Officers go out and seek opinions from students) Training delivered to General Council members 	Once per semester Every two weeks Semester 1	Site Vice Presidents All Officers Student Representation Co-Ordinator	Marketing Manager Marketing Manager Marketing Manager	<ul style="list-style-type: none"> Attendance at meetings improved – achieving quoracy at UGMs Increased amount of member led items on the agenda. Feedback from students Increased amount of member led items on the agenda.	Union policy which has been shaped and led by the membership. This should be reflected in an improvement in the survey question 'how much do you think the Union consults its' members when setting policy?'

Aim One:	Students' Union to establish a credible profile with students, University and wider community
Objective 1.3	To be recognised and respected as an effective representative body by University and wider community
Responsibility:	Students' Union President & Overall Executive

What	How	When	Who	Partners	Indicator	Outcome
Promote Students' Union as a professional representative organisation to all Stakeholders	<ul style="list-style-type: none"> Present a three year strategic plan to University Management Achieve the SUEI Award Achieve Investors In People accreditation Achieve Sound Impact Award 	September 2009 January 2010 March 2010	General Manager and Overall President General Manager & Vice President Coleraine		<ul style="list-style-type: none"> Annual increase of at least 10% in Class Rep numbers Class Rep training completed by end of Week 6 (Semester 1) 	An effective Class Rep system which is consulting students and providing quality feedback to University level discussions. Students Union more Environmentally Friendly
Assure effective/professional representation at all relevant committees Provide effective Class Representation service	<ul style="list-style-type: none"> Training on the University Committee structure delivered to Sabbaticals and Class Reps. NUS-USI to deliver training on committee skills Ensure a robust system of reporting and accountability for sabbaticals/ Class Reps 	Ongoing	Overall President HR Manager Student Rep Co-Ordinator	NUS-USI University NICVA Advice NI Law Centre NASMA	<ul style="list-style-type: none"> Accreditation module implemented Increased attendance at SURF meetings on each campus Positive feedback from University Teaching and Learning Committee 	
Develop effective working relationships with local communities/representatives	<ul style="list-style-type: none"> Timely and effective training for Class Reps Accreditation for Class Reps Work with University to promote the role of Class Reps Gather and promptly provide objective, accurate and sufficient feedback on quality of course provision Meetings and focus group sessions with local representatives on specific issues/campaigns Ensure sabbatical presence at all relevant local community groups Develop a community relations action plan along with the University for academic year 09-10 Develop a community relations strategy Ensure RAG contributes to local charities 	Oct of each year Ongoing Ongoing Ongoing Ongoing Ongoing October 2009 October 2010 Ongoing	Overall President and Student Representation Co-Ordinator Overall President and Site Vice President	National Union ie Best Practice University Teaching and Learning Committee Course Directors Career Development Centre University Community Relations Officer Other HE's and FE's	<ul style="list-style-type: none"> Number of students who know more than a 'fair amount' or 'a lot' about the Class Rep system to rise to 65% by Mar 12. Officer attendance recorded at relevant community forums and committees Record of community initiatives from the SU Feedback from key community stakeholders 	Positive press coverage for work in the community. Decrease in number of complaints to University regarding student behaviour.
Communicate effectively with all stakeholders	<ul style="list-style-type: none"> Develop, implement and review an organisation Communications Strategy 	September 2009	Marketing Manager	Relevant Statutory bodies	<ul style="list-style-type: none"> Strategy in operation 	Improved involvement within the local community Clear channels of communication developed and maintained with key stakeholders

Aim Two:	To develop and maintain financially viable customer focused commercial outlets
Objective 2.1	• To ensure that Students' Union commercial services (excluding bars) make a positive contribution to Union finances.
Responsibility:	General Manager and relevant commercial managers

What	How	When	Who	Partners	Indicator	Outcome
Review financial performance and feasibility of current commercial outlets	<ul style="list-style-type: none"> • Desktop review of Management Accounts ie actual against projected financial targets 	June 09	General Manager Finance Manager Commercial Managers	University Trade Unions Staff	<ul style="list-style-type: none"> • Actual figures detailed against projected figures 	Detailed action plan to improve performance of current commercial outlets, to be implemented by September of each year. Commercial outlets are financially viable
Establish reasons for positive/negative financial performance in all commercial units	<p>Feedback from:</p> <ul style="list-style-type: none"> • Commercial unit managers • Site President • Customers via surveys and focus groups 	Ongoing	General Manager Commercial Managers	Sabbatical Team Marketing Manager	<ul style="list-style-type: none"> • Comprehensive reports from each commercial unit manager detailing: 	
Evaluate effectiveness of action plans: <ul style="list-style-type: none"> • Short term • Medium term 	<ul style="list-style-type: none"> • Competitor analysis completed (internal and external) • Desktop review of Management Accounts ie actual against project financial targets 	Jan 10 June 10	General Manager Finance Manager	Sabbatical Team Marketing Manager	<ul style="list-style-type: none"> • Personal observations • Findings and recommendations from customer surveys and focus groups findings from Competitor Analysis 	

Above Process to be completed by end of June 2009, 2010 and 2011

Aim Two:	To develop and maintain financially viable customer focused commercial outlets
Objective 2.2	• Ensure that Students' Union Club Bars are commercially viable
Responsibility:	General Manager, Bar Managers, Site VP's and Bar committees

What	How	When	Who	Partners	Indicator	Outcome
Review financial performance and feasibility of all Club Bars.	<ul style="list-style-type: none"> • Desktop review of Management Accounts i.e., actual against projected financial targets 	June 09	General Manager Finance Manager Club Bar Managers	University Bar Committees	<ul style="list-style-type: none"> • Actual figures detailed against projected figures 	Detailed action plan to improve performance of current club bars, to be implemented by September of each year. Club Bars are commercially viable
Establish reasons for positive/negative financial performance in all Club Bars	<p>Feedback from:</p> <ul style="list-style-type: none"> • Bar Managers • Site President • Customers via surveys and focus groups 	Summer 09	General Manager Club Bar Managers	Sabbatical Team Marketing Manager Bar Committees	<ul style="list-style-type: none"> • Comprehensive reports from each commercial unit manager detailing: <ul style="list-style-type: none"> • Personal observations • Findings and recommendations from customer surveys and focus groups 	
Evaluate effectiveness of action plans: <ul style="list-style-type: none"> • Short term • Medium term 	<ul style="list-style-type: none"> • Competitor analysis completed (internal and external) • Desktop review of Management Accounts i.e., actual against project financial targets 	June 09 Jan 10	General Manager Finance Manager Club Bar Manager	Sabbatical Team Marketing Manager Bar Committees	<ul style="list-style-type: none"> • Findings from competitor analysis • Financial performance figures 	

Above Process to be completed by end of June 2009, 2010 and 2011

Aim Three:	To increase effectiveness of Students' Union sabbatical team
Objective 3.1	• Establish objectives, roles and responsibilities of Students' Union sabbatical team
Responsibility:	Overall President, General Manager & Student Representation Co-Ordinator

What	How	When	Who	Partners	Indicator	Outcome
Review the roles and responsibilities of each Officer, taking into account the Constitution and current activities of Officers.	Update and review Sabbatical Job Descriptions in the Constitution	Academic Year 09-10	HR Manager Governance Review Working Group	External Advisor	Relevant Job Descriptions for Union Officers	Officers have a clear job description, detailing their roles and responsibilities for their year in office.
Evaluate effectiveness of current Student Union management structures and make recommendation to the General Council (NB analyse composition and effectiveness of other Student Union sabbatical team/ organisation structures)	Review and consult on the current governance of the Union Analyse findings from annual • Student surveys • Focus groups • National Union research Plus specified University requirements Sabbatical planning session to: • Identify activities required to achieve agreed objectives • Identify/agree resources required (people/physical and financial resources) • Agree specific role and responsibilities of each sabbatical team member.	Academic Year 09-10 Short term objectives set by 31/08/09 Medium term- end of August 2009, 2010, 2011.	SRC Sabbatical Team HR Manager General Manager Governance Review Working Group Overall President SRC	External Advisor Complete sabbatical team and Marketing Manager	Governance review ongoing Calendar of Union meetings and minutes available Objectives agreed for September – December by end of August each year. Passed at OE and taken to Forum for their information. Objectives for academic year set by the August of the same year.	A relevant, transparent governance structure Agreed team and individual objectives set for each Academic Year.

Aim Three:	To increase effectiveness of Students' Union sabbatical team
Objective 3.2	• To develop competent Students' Union sabbatical team members
Responsibility:	Overall President & Student Representation Co-Ordinator

What	How	When	Who	Partners	Indicator	Outcome
Appraise student officers annually	<ul style="list-style-type: none"> • 360degree appraisal system 	Dec '09 and then each year	Overall President and General Manager	Peacock Training National Unions	<ul style="list-style-type: none"> • Results of appraisals • Increased satisfaction of students, as shown in Ipsos MORI survey 	Increased support for Sabbatical Officers and increased efficiency of Officers.
To identify knowledge, skills and behaviours required to be effective in each agreed role within sabbatical team	<ul style="list-style-type: none"> • Analyse agreed job descriptions - identify clear roles and responsibilities • Analyse current duties carried out with each role on a day to day basis • Needs analysis carried out for each new Officer 	To be completed by May of each year	Overall President HR Manager SRC		<ul style="list-style-type: none"> • Training plans • Feedback from Officers (on their role) 	Competence requirement/ profiles established for each sabbatical team role
Identify/agree training/ support available to develop required knowledge, skills and behaviours	<ul style="list-style-type: none"> • Discussions with Students' Union HR and University Training Manager regular meetings with staff mentors to ensure Officers are supported and developed throughout the year. 	August of each year	SRC Overall President HR Manager All staff with mentoring	University of Ulster Staff Development Department	<ul style="list-style-type: none"> • Feedback from training sessions • Regular mentor meetings 	Increased competence of Sabbatical Officers
Discuss/agree a personal development plan with each sabbatical team member and review.	<ul style="list-style-type: none"> • One to one meeting with Officers to identify development needs 	Summer 09	Overall President HR Manager SRC	University of Ulster Continuing Professional Development Department		Comprehensive training delivered in-house, and access to training from National Unions.
Promote Students' Union as a professional/ representative organisation outside University	<ul style="list-style-type: none"> • PR campaign – press releases, radio, TV interviews, meetings with community groups 	Ongoing	Marketing Manager			Development support available for sabbatical team throughout the year.
						Personal development plan agreed yearly and reviewed monthly by mentor for each sabbatical team member.
						Positive feedback from stakeholders
						Achievement of SUEI
						Achievement of Investors in People

Aim Three:	To increase effectiveness of Students' Union sabbatical and staff team
Objective 3.3	• To improve the effectiveness of Student Union Staff through increased support and development
Responsibility:	General Manager and Human Resources Manager

What	How	When	Who	Partners	Indicator	Outcome
Assess training needs of SU Staff and improve opportunities for accessing training	<ul style="list-style-type: none"> • Appraisal system • Increase in staff training budget • Increased co operation with University Staff Development Unit 	2009 - 2010	HR Manager		<p>Results of appraisal</p> <p>Increased number of staff undertaking additional training</p>	More effective staff leading to increased support for Officers and improved services for members
Ensure HR practices are relevant and robust	<ul style="list-style-type: none"> • Achieve Investors in People 	2011	HR Manager			
Improved communication throughout the organisation	<ul style="list-style-type: none"> • Campus staff meetings once per term and overall staff meeting once per year • Staff newsletter distributed at least once per semester • Annual Staff Satisfaction Survey and action plan formulated to deal 	Ongoing	General Manager	Marketing Manager		

Aim Four:	Support development of the Sports Union through increased participation and representation
Objective 4.1	• To support the development of the Sports union through securing additional financial and human resources
Responsibility:	Sports Union Executive , Sports Union Finance Committee and Sports President

What	How	When	Who	Partners	Indicator	Outcome
Increase in Sports Union finances	<ul style="list-style-type: none"> • Lobby Sports Academy Board and relevant University Committees for increase in funding • Investigate new sources of funding, eg Trust Funds/ Lottery funding 	June 09 and Ongoing	Sports President	Sports Development Services and Students Union Finance Manager	• Increase in funding	Increase in funding, leading to development and increased success of clubs.
Increase in Sports Union fundraising capability	<ul style="list-style-type: none"> • Explore additional ways of generating income eg Sports Union Raffle • Increase training for club officers on fundraising 	Summer 09 and Ongoing	Sports President	Commercial Development and Fundraising Officer SU Marketing	• Increase in fundraising capability of clubs	More money for clubs
Additional staff for Sports Union	<ul style="list-style-type: none"> • Lobby Sports Academy Board for additional funds for staff posts 	May 09	Sports President	Sports Development and Services	• Additional Staff	Funding agreed for 3 year Sports Union Development Officer post
Evaluate effectiveness of short and medium term objectives	<ul style="list-style-type: none"> • Analysis of student members in each committee by Sports Union President • Feedback from Sports Union members via focus groups and surveys 	Short term evaluation by August 09 Medium term evaluation end of each academic year 2009/10/11.	Sports President Sports Union Development Officer	Sports Union Executive and Students' Union General Manager		Record of actual student involvement in Sports Union Management. Evaluation report detailing findings and recommendations from membership/surveys/focus groups.

Aim Four:	Support development of the Sports Union through increased participation and representation
Objective 4.2	• To increase student participation and representation levels in all sports union clubs
Responsibility:	Sports Union Executive and Sports President

What	How	When	Who	Partners	Indicator	Outcome
Emphasise the benefits of being an active Sports Union member	<ul style="list-style-type: none"> • Monthly blog by Sports Union President on SU and Sports Union website • Sports update in every addition of Ufouria • Freshers Fayre and ReFreshers Fayre 	September 09 and Ongoing	Sports President Sports Union Development Officer	Marketing Manager	Increase in Sports Union membership	Increase in Student involvement
Lobby University for improvement of facilities across all campuses	<ul style="list-style-type: none"> • Raise issues at University/ SU Forum and Sports Academy Board • Ensure input into University Development plans for Greater Belfast and North West campuses 	Ongoing	Sports President Student Union sabbatical team	Sports Development Services	Improvement in facilities	Improvement in facilities helping to increase student numbers in sports clubs
Devise and implement action plan to increase participation levels	<ul style="list-style-type: none"> • Agreed by Student Union Executive • Explore provision of sports facilities for existing Belfast Students 	Short term objectives to end of July 09 Medium term objectives end of May each academic year	Sports Union President			Action plan with both short and medium term objectives leading to increased student participation in clubs and Sports Union management level.
Evaluate effectiveness of action plan with short and medium term objectives	<ul style="list-style-type: none"> • Analysis of participation levels end of each academic year • Feedback from current Sports Union participating members via surveys/focus groups • Feedback from non participating Sports Union members via surveys 	End of academic years 2009/10/11	Sports Union President Students' Union Executive	Marketing Manager		Records of actual student participation levels plus evaluation report detailing findings from membership surveys and focus groups.