

Enabling Plan Overview

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Purpose: To provide an overview of the Union’s Enabling Plan for the Union’s 2023-28 Strategy

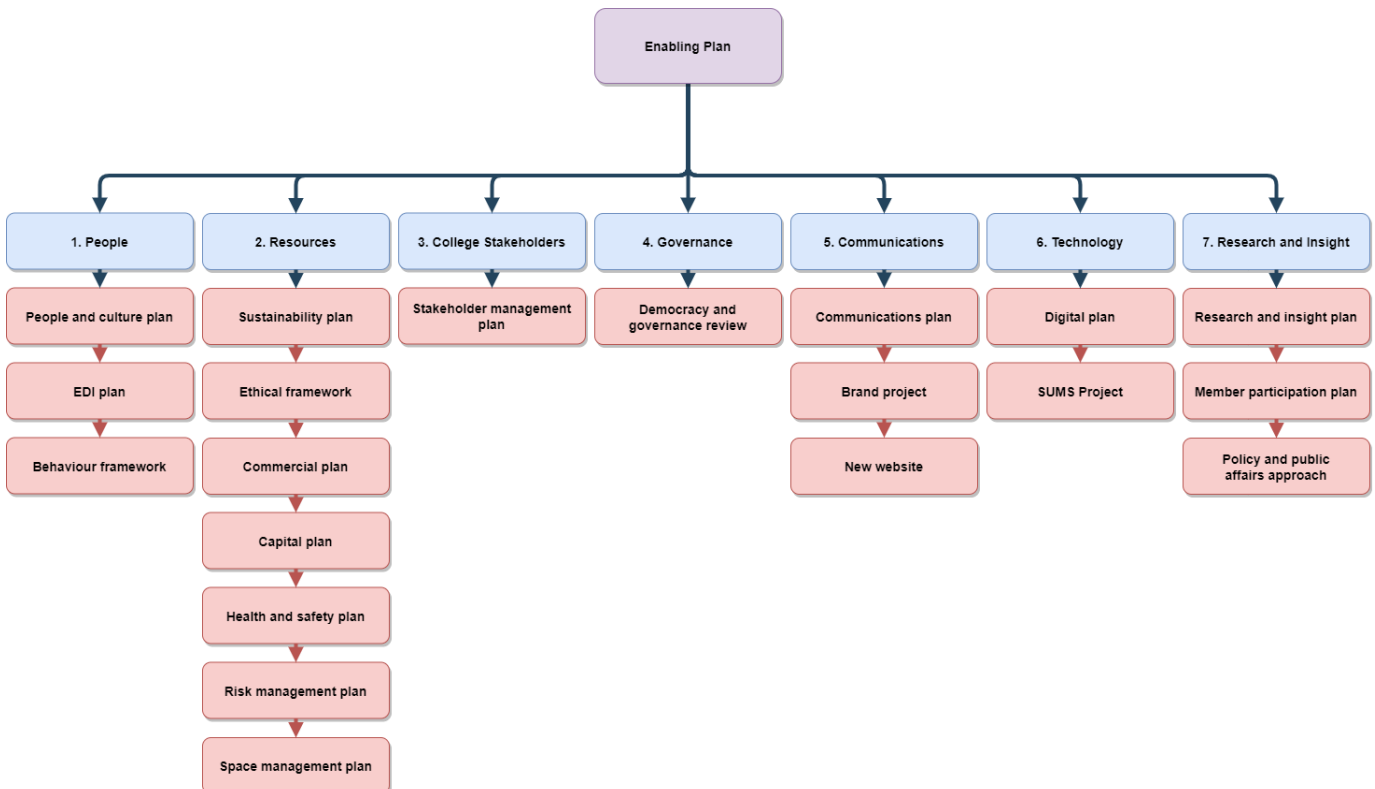
Decision: To note

1. Introduction

In July 2023, the board of trustees approved the Union’s 2023-28 Strategy. This strategy set out 7 enablers necessary for the Union to achieve its goals, and its mission. This document gives an overview of the component elements of the Union’s enabling plan. This plan sets contains a structured set of projects, processes and documents that are designed to enable the Union’s core strategy and help the Union fulfil its mission.

This plan defines each of our enablers and their component work streams and provides an indicative timeline for implementation. Each component work stream is linked to our strategy and balanced scorecard, clearly detailing how it enables our long-term goals.

A visual representation of the enablers and their component pieces of work is shown below:



A further visual representation of the timeline can be found in Appendix A – Timeline.

2. The direction of the Union

In five years, the Union aims to have significantly transformed the student experience, guided by its balanced scorecard's objectives and metrics. We envision a Union where:

- **Members and Customers:** 80% of students perceive the Union as positively impacting their university experience, with 75% feeling well-represented in their academic interests. Active participation in Union events and student groups will reach 75% of the population, with a 25% increase in engagement from under-represented groups. Overall, we aim for an 80% customer satisfaction rate with our services.
- **Internal Processes:** We will achieve 100% basic level in health and safety audits, ensure 75% compliance with service level agreements, and have 90% of our business processes implemented, reflecting a high standard of internal management and safety.
- **Finance and Resources:** Financially, our goal includes generating £2,663,789 in commercial revenue, meeting the Union reserve target, transforming Union spaces by 2026 at Beit and 2028 at White City, and ensuring that the Union's core activity breaks even after depreciation of assets.
- **People and Partners:** For our staff and partners, we aim for 75% of permanent and student staff to recommend the Union as a great place to work. Additionally, 90% of College stakeholders should view the Union as credible and impactful, and 85% of staff should believe that the organisation values diversity.

Overall, these objectives and targets reflect our commitment to enhancing student wellbeing, fostering inclusive communities, and ensuring effective advocacy and governance, positioning the Union as a leading and impactful student organisation.

3. Enablers

This involves the sub-projects and work streams necessary to put each of our 7 enablers into operation and ensure the Union has the tools to deliver the strategy. For more detail on the enablers, see [the Union's 2023-28 Strategy](#).

These workstreams will be delivered via the Union's business management process.

1. A positive, equitable, and collaborative working culture for high performing staff.

1.1. People and culture plan

Purpose: This plan nurtures an inclusive and positive work culture crucial for staff engagement and motivation. Its implementation is integral to fostering effective advocacy, enhancing student wellbeing, and building inclusive student communities, aligning with the Union's strategic objectives of transforming student lives.

Description: This plan outlines work to foster an inclusive and positive work culture, ensuring staff, including students who work part-time, feel valued and engaged.

Actioned by: People Team

KPIs:

- 75% of permanent and student staff recommend the Union as a good place to work
- 90% College stakeholders agree the Union is credible and impactful

Completed by: November 2023

1.2. EDI plan

Purpose: This plan focuses on advancing equality, diversity, and inclusion within the Union. It outlines key steps to promote diversity, ensure equal opportunities, and integrate all student communities into Union activities. This approach is essential for creating a more inclusive and equitable environment, directly supporting the Union's commitment to a diverse and inclusive student body.

Description: The Equality, Diversity, and Inclusion (EDI) plan outlines the steps the Union will take to promote diversity, ensure equal opportunities, and include all

student communities in Union activities.

Actioned by: All Union Teams

KPIs:

- 85% of staff believe the organisation values diversity
- 25% increase in engagement in Union events and student groups by students from under-represented groups

Completed by: November 2023

1.3. Values and behaviour framework

Purpose: This framework is vital in shaping a positive and respectful culture, aligning with the Union's mission and strategic goals.

Description: This document outlines the core values that the Students' Union upholds and the expected behaviours that reflect these values.

Actioned by: People Team

KPIs:

- 75% of permanent and student staff recommend the Union as a good place to work
- 90% College stakeholders agree the Union is credible and impactful

Completed by: March 2024

2. Sustainable, ethical resources and infrastructure

2.1. Environmental sustainability plan

Purpose: This plan plays a vital role in fostering a sustainable and ethical approach to resources and infrastructure, one of the key enablers of the Union's strategy. By integrating sustainability into its operations and student engagement, the Union not only contributes to a healthier environment but also supports the broader goal of creating a responsible and conscious student community.

Description: This plan outlines the Union's commitment to sustainability, including waste reduction, energy efficiency, and promoting sustainable practices within the student community.

Actioned by: Officer Trustees

KPIs:

- 80% customer satisfaction with Union services
- 90% College stakeholders agree the Union is credible and impactful
- The Students' Union represent students' academic interests 75%

Completed by: August 2024

2.2. Ethical framework

Purpose: By providing guidelines for maintaining the highest standards of ethical conduct, transparency, and accountability in the Union's operations, this plan aligns with the enabler of strong democracy and effective governance. It underpins the Union's commitment to ethical practices, supporting its objectives of effective advocacy and influence, enhancing student wellbeing, and fostering inclusive communities.

Description: The ethical framework provides guidelines on maintaining the highest standards of ethical conduct, transparency, and accountability in the Union's operations.

Actioned by: Officer Trustees and Commercial Services

KPIs:

- 80% customer satisfaction with Union services
- 90% College stakeholders agree the Union is credible and impactful
- The Students' Union represent students' academic interests 75%

Completed by: December 2023

2.3. Commercial plan

Purpose: This plan is vital for ensuring financial sustainability, enabling the Union to enhance its student-focused services and contribute to the overall student experience.

Description: This plan details how the Union will generate income through commercial activities (like cafes, bars, and events), which will be used to fund student services and initiatives.

Actioned by: Commercial Directorate

KPIs:

- Commercial revenue is £2,600,000 and contribution is £150,000
- Deliver budget to meet reserve target

Completed by: July 2024

2.4. Capital plan

Purpose: This plan is key to the enabler of sustainable resources and infrastructure, ensuring that the Union's physical and technological assets are effectively managed and developed. By focusing on long-term asset management and investment, the plan supports the Union's commitment to providing high-quality, sustainable, and inclusive spaces and services for students.

Description: This outlines the Union's strategy for managing and investing in long-term assets, such as buildings, equipment, and technology.

Actioned by: SMT

KPIs:

- Transform Union spaces by 2026 at Beit and 2028 at White City
- Deliver budget to meet reserve target
- 90% College stakeholders agree the Union is credible and impactful

Completed by: February 2025

2.5. Health and safety plan

Purpose: This plan directly aligns with the strategic enabler of a positive and collaborative work culture, as well as sustainable resources and infrastructure. By prioritising health and safety, the Union demonstrates its commitment to the wellbeing of its community, which is essential for fostering healthy and happy students and a safe, inclusive environment.

Description: This plan outlines the measures the Union takes to ensure the health and safety of its members, staff, and visitors in all its facilities and at Union events.

Actioned by: Facilities, Health & Safety

KPIs:

- 100% of the H&S audit achieves 'basic' level
- 90% of business processes are implemented
- The Students' Union had a positive impact upon my university experience
80%

Completed by: Review in 2024/25

2.6. Risk management plan

Purpose: This plan is crucial for maintaining the Union's stability and effectiveness in serving its student body. By codifying approaches to identify and mitigate risks in Union operations, this plan directly supports the enablers of sustainable, ethical resources and infrastructure.

Description: This plan codifies our approach to identifying potential risks in Union operations and how we create strategies to mitigate these risks.

Actioned by: SMT

KPIs:

- 100% of the H&S audit achieves 'basic' level
- 90% College stakeholders agree the Union is credible and impactful

Completed by: June 2024

2.7. Building management plan

Purpose: This plan underpins the goal of creating inclusive and accessible spaces across multiple campuses, which is vital for promoting a healthy and engaging student experience. Moreover, ensuring that these spaces are fit for purpose and safe aligns with the Union's commitment to health and safety, contributing to the sustainable, ethical resources, and infrastructure enabler of the strategy.

Description: This plan outlines how the Union will manage and utilise its physical spaces effectively to accommodate student needs and Union activities.

Actioned by: Facilities, Health & Safety Team

KPIs:

- 100% of the H&S audit achieves 'basic' level
- Transform Union spaces by 2026 at Beit and 2028 at White City
- 90% of business processes are implemented
- 80% customer satisfaction with Union services

Completed by: March 2024

3. A future-focused relationship with the College

3.1. Stakeholder management plan

Purpose: This plan underpins the goal of creating inclusive and accessible spaces across multiple campuses, which is vital for promoting a healthy and engaging student experience. Moreover, ensuring that these spaces are fit for purpose and safe aligns with the Union's commitment to health and safety, contributing to the sustainable, ethical resources, and infrastructure enabler of the strategy.

Description: This plan outlines how the Union will communicate and engage with its key stakeholders, which could include students, staff, the college, and community partners.

Actioned by: SMT

KPIs:

- 90% College stakeholders agree the Union is credible and impactful
- The Students' Union had a positive impact upon my university experience 80%
- The Students' Union represent students' academic interests 75%

Completed by: July 2024

4. Strong, accessible democracy and effective Governance

4.1. Democracy and governance review

Purpose: This review aligns with the Union's commitment to effective advocacy and influence, enhancing student wellbeing, and fostering inclusive communities, as it strengthens the democratic underpinning of the Union's operations. Secondly, by maintaining robust corporate governance structures, the review aligns with the enabler of sustainable resources and infrastructure.

Description: This review evaluates the effectiveness of democratic processes within the Union, such as elections, and assesses if the Union's corporate structure works for both our Trustees and for our members.

Actioned by: Governance & Executive Support

KPIs:

- The Students' Union represent students' academic interests 75%
- 75% of population actively participate in Union events and student groups

- 25% increase in engagement in Union events and student groups by students from under-represented groups

Completed by: August 2025

5. Engaging communication and strong identity

5.1. Communications plan

Purpose: By developing a stronger brand and voice that reflects the Union's values and the diversity of its membership, the plan aligns with the strategic enabler of engaging communication and a strong identity. Effective communication is key to effective advocacy and influence, supporting student wellbeing, and fostering inclusive communities, thereby contributing significantly to the Union's mission and strategic objectives.

Description: This plan outlines how the Union will communicate with students and other stakeholders to keep them informed and engaged.

Actioned by: Digital & Marketing

KPIs:

- Commercial revenue is £2,600,000 and contribution is £150,000
- 75% of population actively participate in Union events and student groups
- 25% increase in engagement in Union events and student groups by students from under-represented groups
- 90% of business processes are implemented

Completed by: July 2025

5.2. Brand project

Purpose: This aligns with the strategic enabler of engaging communication and a strong identity, as outlined in the Union's strategy. Enhancing the Union's brand presence is crucial for effectively communicating its values and mission, thereby supporting the broader goals of effective advocacy and influence, enhancing student wellbeing, and fostering inclusive student communities.

Description: This project is focused on defining and promoting the Union's identity and values to increase its visibility and reputation.

Actioned by: Digital & Marketing

KPIs:

- Commercial revenue is £2,600,000 and contribution is £150,000
- 75% of population actively participate in Union events and student groups
- 25% increase in engagement in Union events and student groups by students from under-represented groups
- 90% of business processes are implemented

Completed by: July 2027

5.3. New website

Purpose: This project aligns with the strategic enabler of engaging communication and a strong identity. A modern, efficient website will enhance the Union's ability to effectively communicate with its members, support student wellbeing through easy access to information and resources and foster inclusive communities by ensuring all students feel connected and informed.

Description: This refers to the development of a new Union website that is user-friendly, accessible, and provides all the necessary information for students and stakeholders.

Actioned by: Digital & Marketing

KPIs:

- Commercial revenue is £2,600,000 and contribution is £150,000
- 75% of population actively participate in Union events and student groups

- 25% increase in engagement in Union events and student groups by students from under-represented groups
- 90% of business processes are implemented
- 80% customer satisfaction with Union services

Completed by: September 2024

6. Integrated and innovative use of technology and data

6.1. Digital plan

Purpose: Effective use of digital technology supports the Union's objectives of effective advocacy and influence, promoting student wellbeing, and creating inclusive communities, by ensuring that communication and services are modern, accessible, and responsive to student needs.

Description: This plan outlines how the Union will use digital tools and platforms to improve its services, enhance communication, engage more effectively with students, and commercially leverage its technical strengths.

Actioned by: Digital & Marketing

KPIs:

- Commercial revenue is £2,600,000 and contribution is £150,000
- 90% of business processes are implemented
- 80% customer satisfaction with Union services

Completed by: July 2025

6.2. SUMS project

Purpose: This project aligns with the strategic enabler of engaging communication and a strong identity. A modern, efficient website will enhance the Union's ability to effectively communicate with its members, support student wellbeing through easy access to information and resources and foster inclusive communities by ensuring all students feel connected and informed.

Description: This is the implementation project for the Union's new general management systems and suite of systems, provided by SUMS.

Actioned by: Digital & Marketing

KPIs:

- 90% of business processes are implemented
- 80% customer satisfaction with Union services
- 75% of staff recommend the Union as a good place to work
- 90% College stakeholders agree the Union is credible and impactful

Completed by: September 2024

7. Comprehensive research, policy, and insight

7.1. Research and insight plan

Purpose: By focusing on understanding and addressing the needs of under-represented groups, this plan directly contributes to creating inclusive student communities and enhancing student wellbeing. It aids the Union in staying informed about changes in the wider policy landscape and effectively advocating for students' interests, aligning with the Union's strategic objectives of effective advocacy and influence.

Description: This plan outlines how the Union will conduct and use research to gain insights into student needs and experiences, informing the Union's services and initiatives.

Actioned by: Digital & Marketing and Representation Teams

KPIs:

- The Students' Union represent students' academic interests 75%

- 25% increase in engagement in Union events and student groups by students from under-represented groups
- 85% of staff believe the organisation values diversity

Completed by: March 2026

7.2. Member participation plan

Purpose: By actively promoting student participation, this plan supports the creation of fun and inclusive communities, contributing to a vibrant student experience. It also aligns with the strategic objectives of fostering effective advocacy and influence, as well as enhancing student wellbeing, by ensuring that students are actively engaged, and their voices are heard in shaping the Union's activities and policies.

Description: This plan outlines strategies to increase student participation in Union activities and decision-making processes, enhancing the sense of community and student ownership in the Union.

Actioned by: Activities and Representation Teams

KPIs:

- The Students' Union had a positive impact upon my university experience 80%
- 80% customer satisfaction with Union services
- 25% increase in engagement in Union events and student groups by students from under-represented groups

Completed by: July 2024

7.3. Policy and public affairs approach

Purpose: This approach is crucial for the strategic goal of effective advocacy and influence, as it empowers the Union to be a proactive and influential voice in the higher education sector. It enables us to effectively represent and advocate for students, contributing to the creation of a supportive and inclusive environment for all students.

Description: This refers to how the Union will develop and advocate for policies that benefit students, and how it will engage in public affairs to influence higher education policy at a wider level.

Actioned by: Representation Team

KPIs:

- The Students' Union had a positive impact upon my university experience 80%
- The Students' Union represent students' academic interests 75%
- 90% College stakeholders agree the Union is credible and impactful

Completed by: July 2025

4. Next Steps

Following consideration by the board, we will integrate the enabling plan work into our business management process, as previously presented. This process creates our team level operational plans on an annual basis, ensuring that the work is completed by the relevant teams.

A further paper demonstrating our progress on our enabling plan work will come to board in a year's time.

