



KeeleSU //

STRATEGIC PLAN 2017-2021

// Enabler Plans



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OUR PEOPLE //

The Keele SU Team are vital to our success, and we need to become a better employer if they are to succeed in undertaking much of the work and many of the projects set out in this strategy. We seek to recruit, retain and develop the best talent to deliver on this strategy, and to do that, our people need to become a priority.



**66% of our staff would
wholeheartedly
recommend Keele SU
as a place to work**

OUR GOALS

- To be an employer our staff are proud to work for
- To create a values-led staff community, championing teamwork and leadership at all levels
- To connect the contribution of our people to the priorities of this strategy and to celebrate our collective success

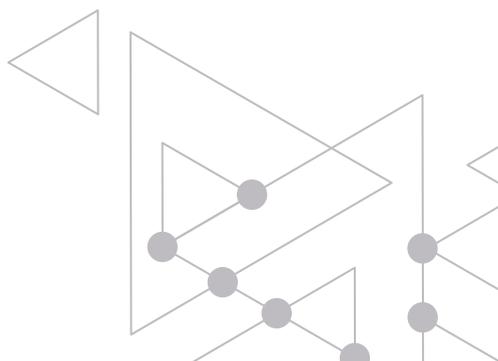


// 2021 Success: 85% of our staff would wholeheartedly recommend KeeleSU as a good place to work (2017 benchmark: 66%)

OUR PEOPLE // OUR PROJECTS

1. **'Managing potential'** - We will create a management and leadership development scheme to upskill, support, challenge and empower our service managers, who are critical to our success, promoting cross-department collaboration and ensuring shared values and direction across the organisation.
2. **Values** – we will build Keele SU's values into induction, performance management and culture, ensuring they shape how we do what we do, every day.
3. **'Officer academy'** – We will design an outstanding programme for welcoming, inducting, developing, supporting and challenging our Elected Officer team to be the best they can be, throughout their period of elected office.
4. **Bringing great people in** – We will substantially improve and standardise our recruitment and selection processes to ensure we recruit the highest quality talent. We will ensure we adhere to best practice standards to promote a diverse and inclusive workforce.
5. **Welcome aboard** – We will develop a comprehensive induction for new staff, ensuring they feel welcomed, supported and challenged to succeed and connected to our purpose and ambition here at Keele SU.
6. **The student staff engine** – we recognise that student staff are a vital, and substantial group of people within our team. We will develop improved lines of communication and support between senior management and student staff and do more to ensure that we all feel connected as one team.
7. **Work life balance** – We will develop our policies and shift our culture to promote flexible working to help our people engage and remain engaged with their work.
8. **Giving back** – we will develop policies that support and enable staff to give back to the voluntary sector and local communities.

9. **Staff engagement survey** – we will be amongst the best students' unions in terms of staff engagement, and will make use of the staff engagement survey to benchmark our performance and drive our improvement.
10. **Investors in people** - We will challenge ourselves to be an outstanding employer, and will benchmark against IIP standards.
11. **Review people policies** – we will develop our people policies to support our ambition to be a best practice employer.
12. **Living wage** – we will restructure our financial modelling to enable us to pay the Living Wage Foundation living wage by 2021. Before then, we will aim not to discriminate on age and to pay the prevailing National Living/Minimum Wage for those aged 25+ as standard across our teams at the soonest opportunity.
13. **Organisational training plan** – we will audit the skills gaps of the organisation against this plan, and develop a correlating staff development scheme to invest in our people.



GOVERNANCE, LEADERSHIP & QUALITY //

Good governance acts as a foundation stone, on which all other plans and structures can be built, providing protections and assurances to those who might need it. We need to improve our governance to strengthen that foundation, and we will do this by developing the leadership competence of our senior people and trustees and by submitting to established models of quality assurance, against which we can benchmark our performance and identify actions for change



**62% of you feel that
Keele SU is
accountable to
students**

OUR GOALS

- To be an example of best practice in charity governance, making use of industry benchmarks and quality marks to demonstrate progress and performance
- To create a framework for success for our Trustees and Senior Management
- To develop a culture of partnership with the university and others

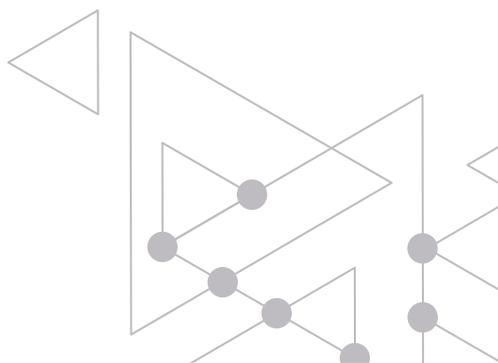


// 2021 Success: NUS Quality Students' Unions rated 'Very Good' for Governance & Leadership

GOVERNANCE, LEADERSHIP & QUALITY // PROJECTS

- 1. Good governance** – We will use the NUS Good Governance Guide to drive quality improvement actions required for our governance to become an example of sector best practice.
- 2. Welcome aboard** – We will develop a sector benchmarked best practice induction for new and returning trustees, including training and support for undertaking the challenging role of charity Trustee, whilst also ensuring Trustees are welcomed as part of the one Keele SU team.
- 3. External review** – Once established, we will source an external governance review to help us take that next further step to being a charity of best practice governance.
- 4. Code of practice** – we will review our formal relationship with the university to ensure both partners are compliant with the requirements of the Education Act.
- 5. Business cycle** – We will develop a transparent governance cycle; risk, budget, performance review, and strategic development to support Trustees to do a great job.
- 6. Checking in** – we will submit to industry standard quality assessment tools, such as NUS' Quality Students' Unions, Green Impact, Best Bar None and Investors in People to give all of us assurance that Keele SU is doing a great job for members, now and for the future.
- 7. Annual planning & review** – we will develop a system of operational planning to ensure we continue to drive the priorities of this strategy throughout the work of our teams.

8. **Enabling & embracing scrutiny** – we will publish Trustee Board and sub-committee minutes, and create opportunities for you to ask questions and challenge decisions.
9. **Dispersed leadership** – we will promote a culture of leadership at all levels, empowering staff and students to lead within a framework for improved creativity, efficiency and performance.
10. **Partnerships** – we will proactively seek, develop and sustain partnerships, across our work and teams, to expand our range of benefits and promote mutual efficiency and effectiveness, including specifically within and throughout the university, as well as in the local and regional community.
11. **NUS & SU colleagues** – we will seek to move closer to the inner workings of NUS, influencing national activity with our experience and knowledge, and taking proactive responsibility for gaining benefit from the national union. We will work more closely with Staff's SU to gain local mutual benefit.



COMMUNICATIONS & ENGAGEMENT //

Our success depends on our ability to communicate with our members and stakeholders effectively. Digital technology has rapidly changed methods of communication and engagement, and we need to keep pace with those developing trends in order to be relevant, dynamic and effective with our efforts to support all students to make best use of the opportunities we provide.



**67% of you are satisfied
with the overall content
& quality of Keele SU
communications**

OUR GOALS

- To understand, better than anyone else, what students want and need from their student experience
- To ensure students receive the information they want and need to get the most from their time at Keele
- To be a modern, dynamic and effective communicator

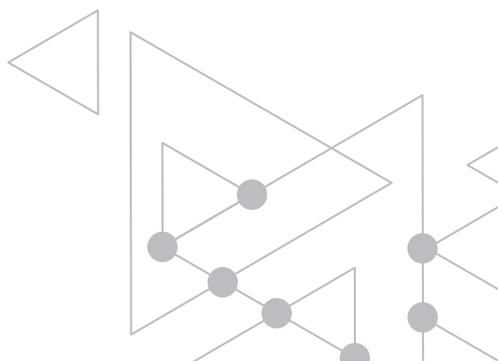


// 2021 Success:
77% of you will be satisfied with Keele SU communications
(2017 benchmark: 67%)

COMMUNICATION & ENGAGEMENT // PROJECTS

1. **Digital first** – We will ensure we are making the best use of the digital technologies available to us and build capacity and competence to make best use of it.
2. **Brand review** – We will develop a new brand proposition for Keele SU that better articulates our values in line with this strategy and our defined charitable purpose, and which will resonate with and across our primary stakeholders to build awareness of, engagement with and assurance about our work.
3. **Not more. Better.** – We will develop new methods of communicating with students in ways that work for them and which provide the information they wish to receive.
4. **An SU to be proud of** – We will work with the university to better integrate the promotional activity of Keele SU into the marketing of the university, promoting Keele as a university of first choice.
5. **Keeping students in the loop** – we will develop a cycle of reporting what we have achieved on students' behalf, so they may scrutinise, celebrate and challenge our work.
6. **The Experts on Keele students** – we will develop an annual cycle of insight gathering, seeking students' views to inform our work for the future, checking that we are delivering for them, and making sure that our efforts are grounded in what matters most.

7. **Easy access** – we'll make sure that students can easily find the service, person, event or activity they are looking for by simplifying and standardising our information and communications and making sure our people are well-trained to guide their enquiry.
8. **Promoting student leadership** – we will improve our promotion of student leadership opportunities and will make sure stakeholders know which students and officers have driven a change, achieved a goal, or led an activity, always seeking to promote the impact and value of student leadership and celebrating our wins for students.
9. **Growing the Keele SU community** – we will work to engage the Keele University staff more with the SU, building networks and partnerships and welcoming staff into SU spaces to learn about our work and achievements.



SOCIAL ENTERPRISE //

Keele SU provides substantial trading services that are vital for the healthy community campus lifestyle at Keele. Where others have struggled, and even been forced to close outlets, Keele SU has thrived, bucking national trends to grow sales in difficult trading times. Having said that, we know we can do better, and that's what we're going to do!

A better product range, varied to give students the value they need when pennies are tight, or to splurge on that treat when they deserve it, better service so they can enjoy spending their time in our venues, and modernised, best practice back-office systems, so we can all be assured we are running an efficient ship with maximum value flowing to students.



**78% of you buy food or
drink from the
Keele SU building**

OUR GOALS

- To provide a great value, high quality and student-relevant trading offer to support and enhance the Keele student experience
- To increase the financial contribution of our trading activities
- To give Keele students opportunities to earn, learn and have fun



// 2021 Success: Net trading contribution increase of 15% against 2015/16

SOCIAL ENTERPRISE //

PROJECTS

1. **Reviewing the offer** – we will take a long look at what we currently offer and reshape things to better to meet what our students expect from a high quality, modern students' union trading offer.
2. **Smarter decision making** – we will make better use of the data available to us to help us make smarter decisions in support of a more efficient and effective trading offer.
3. **Proactive student input** – we will establish a forum of student advisors, who we will involve as taste-testers, sounding boards and pilot critics to help us continuously improve and develop our trading offer.
4. **Higher quality food offer** – we will improve the range of our food offer to give students the choice of something cheap when they need it, a treat when they deserve it or something healthy when they feel it.
5. **Customer focus and service** – we will improve our standards of customer service to ensure student experience is at the centre of our offer.

6. **It's getting hot in here** – we will secure investment to bring the temperatures down in the ballroom and K2 during our busier events.
7. **Live Music** – we will grow our reputation as a live music venue, increasing the number of public events to bring increased revenue into the charity.
8. **Improving marketing revenue** – we will grow our external trade income by 50%, including by securing mutually beneficial marketing opportunities with local businesses.
9. **A little extra** – we will grow our NUS Extra sales by 25%, giving more students access to local and national discounts and bringing additional revenue into Keele SU.
10. **Trading co.** – we will setup a trading subsidiary company for non-primary purpose trade and to support the growth of revenue and core contribution.



RESOURCES //

We want to do great things now and during the period of time covered by this strategy, but we also need Keele SU to thrive in the future. Which means we need to get our finances straight, and balanced between those short and longer term goals with effective budgets and plans in place, always with one eye on the future.

Our building is a huge and important resource – it enables us to do many of the things students value most, be it breakfast after a long night's revision, gigs and events to unwind, bookable society space to explore that shared interest, private space to talk with an independent advisor when they need it, or meeting space for 100+ keen democracy beans, as well as providing our team of dedicated staff a place from which do their magic!

The building is presently in a very poor state of repair, and with that eye on the long term, it is imperative that we secure both quick-wins and long term investment plans to ensure that the premises continues to provide the benefit we all depend on it for.



49% of you are satisfied with the social and recreational spaces on campus

OUR GOALS

- To secure investment in the future success of Keele SU
- To manage our finances to ensure a sustainable and successful future
- To provide assurances to regulators, partners and students that we are managing our resources efficiently and effectively



// 2021 Success: We will have an investment plan agreed with Keele University, and will have achieved our target reserves position

RESOURCES // PROJECTS

- 1. Investment** – We will work with university management to secure a commitment to a medium-to-long term capital investment plan, so that our premises can be fit for purpose in helping us to deliver against our strategic priorities.
- 2. Finance Systems & Procedures** – we will update our finance systems and procedures to a standard of best practice to provide assurance, security and service efficiency.
- 3. Budgeting** – we will improve our medium-to-long term financial forecasting to improve the quality of our management decision making.
- 4. Financial Memorandum** – we will review the financial memorandum previously agreed with the university, and develop systems to monitor and assure compliance, including reporting to an appropriate body within the university.
- 5. Reserves Review** – we will work with the university to determine an appropriate reserves target and strategy for achieving that goal to provide long term financial assurance.
- 6. Making our space work** - We will review space allocation and design within our premises, to make sure that our values and strategic priorities play out in the presentation of and access to our various services, so that we can extract maximum value for our members and staff.
- 7. Your home from home** – our space will represent the outputs of our brand review, and will become places where you can relax, commune, have fun and get the support you need.



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KeeleSU is a Charitable Incorporated Organisation - No.1173328
The surplus income generated by the money you spend at
KeeleSU helps to fund the services that KeeleSU provides to
Keele University Students.