

Strategic Plan & Culture Framework



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Our Purpose

Our reason for existing. The why.
It reflects our passion and is the role we play in our vision.

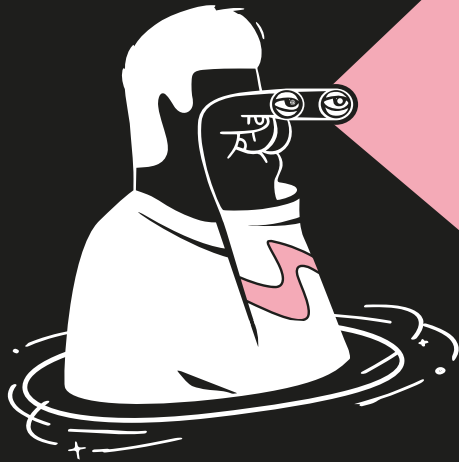


Strath Union exists to ...

**Connect students
so everyone can thrive.**

Our Vision

A picture of our exciting future
- where we're all headed.



It's 2025 and ...

**All students,
staff and our
community are
empowered
to unleash their
full potential.**

Vision 2025

Unleashing Potential

We're financially sustainable, with diverse income streams and services across the entire Students' Union.

We're providing the sandpit for students and staff to develop their leadership skills, ideas and experience.

We're helping talented students create and grow successful clubs, societies and enterprises.

Our students and staff are taking responsibility for growing and delivering our attractive membership offering.

We're recognised as a leading Union and inspiring others to raise their game.

Amplifying Community

We're amplifying students' voices on what matters to them.

We're delivering best-in-class clubs, societies and services to more and diverse students in innovative ways.

We're empowering all students to look after their wellbeing and be resilient.

We're influencing change through our strong relationship with the University, utilising a robust evidence base to access longer-term funding.

We're building deeper relationships with local communities and proudly connecting students to Scotland.

Empowering Everyone

We are all living our purpose and values to create a better Union.

We're fighting for what we believe is right, choosing quality over quantity.

We're celebrating our successes and individual contributions, and working with feedback to perform at our best.

We're a diverse and connected team, proud of who we are and helping everyone feel like they belong and can make a difference.

We're attracting and growing dynamic people to be with us at the right time in their career journey.

Unleashing potential



Our Union is financially sustainable, with diverse income streams and services generating funds and impact from a range of activities across our building and campus, helping us to accelerate our growth.

We're providing the sandpit for students and staff to experiment and try new things, take responsibility and develop their leadership skills and experience.

We're offering essential tools, guidance and support for students to harness their passions, diverse skills and entrepreneurial mindset to create and grow successful enterprises. This helps to develop their business skills and employability, puts money back into their pockets and generates funds for the Union.

Our students and staff are taking shared responsibility for growing and marketing our wide range of exciting, on-trend food, beverage and event offerings and providing a top notch service that attracts a greater number and diversity of students, alumni and university staff.

We're recognised as a leading students' union and sharing our expertise with others to raise the game, specifically around student support, student experience and income diversification.

Amplifying community



We're the go-to platform for amplifying student voices on what matters to them, helping them to share their stories with a wider, more diverse audience, and be truly heard.

Because we understand Gen Z and their needs, we're delivering best-in-class clubs, societies and support services to a greater number and diversity of students, in established and innovative digital ways.

We're celebrated for our high quality, timely support in empowering all students to look after their wellbeing, build their resilience, get the best out of their time at University and be set up for life afterwards.

Through our strong, reciprocal working relationship with the University we're influencing change and strategically leveraging our impact to access strategic, longer-term funding.

We're committed to our civic role, building deeper relationships with local communities and proudly connecting students to Scotland's people, history, environments and culture.

Vision 2025

Empowering everyone



We are all passionately living our purpose and values, and adding to our culture to grow the Union.

We're fighting for what we believe is right with conviction and commitment, holding clear boundaries to help us choose quality over quantity and only say yes to what matters.

We're celebrating our successes and recognising individual contribution, are not afraid to challenge each other, and regularly give and receive feedback to help us all perform at our best and work together to the best outcomes.

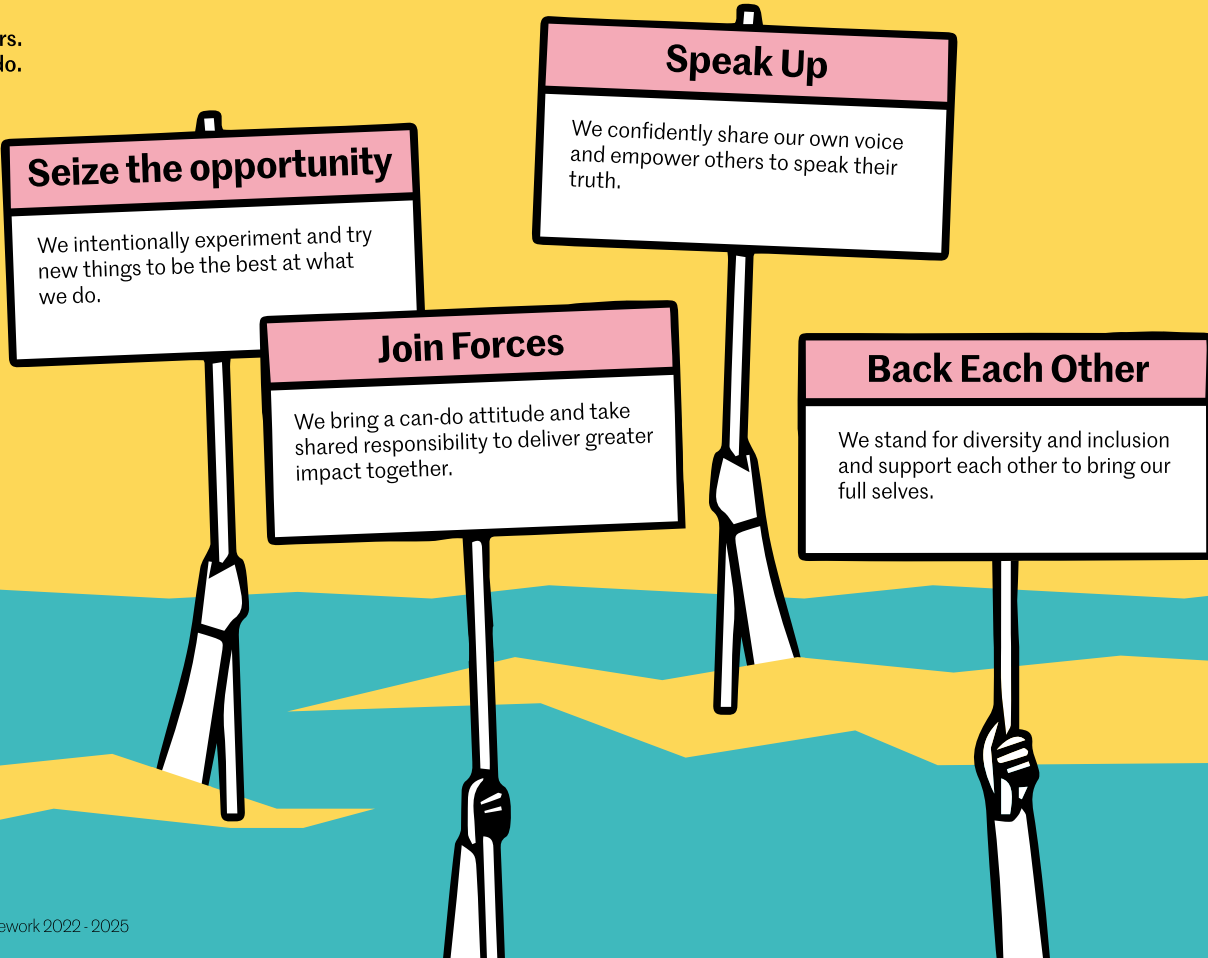
Our diverse and unified staff team is representative of our students, and our welcoming, safe spaces and transparent communication help us connect with each other, make everyone feel like they belong, can make a difference and thrive.

We're attracting great people, providing brilliant personal development opportunities and encouraging people to spread their wings when the time is right.



Our Values

What we stand for.
Our guiding behaviours.
How we do what we do.



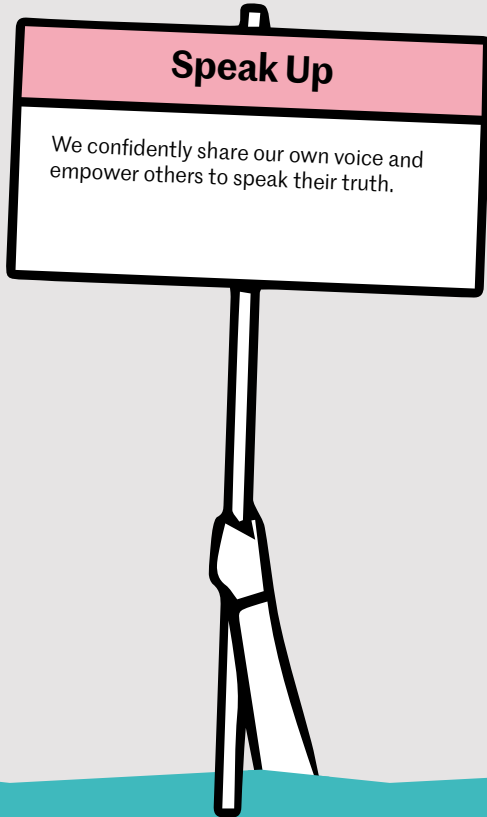


Our Innovation Value

Be open to and embrace different ways.

Bring constructive challenge.

Bravely take risks and learn from failure.

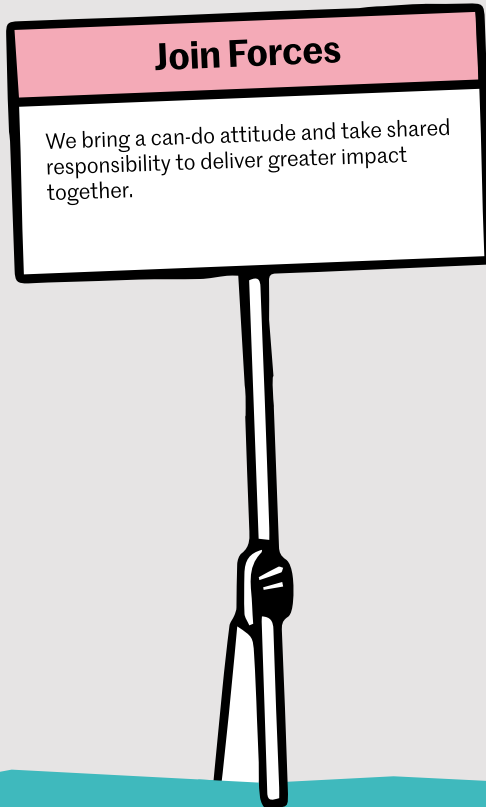


Our Empowerment Value

Share your ideas and opinions.

Take time to reflect and ask for what you need.

Invite and give meaningful feedback.

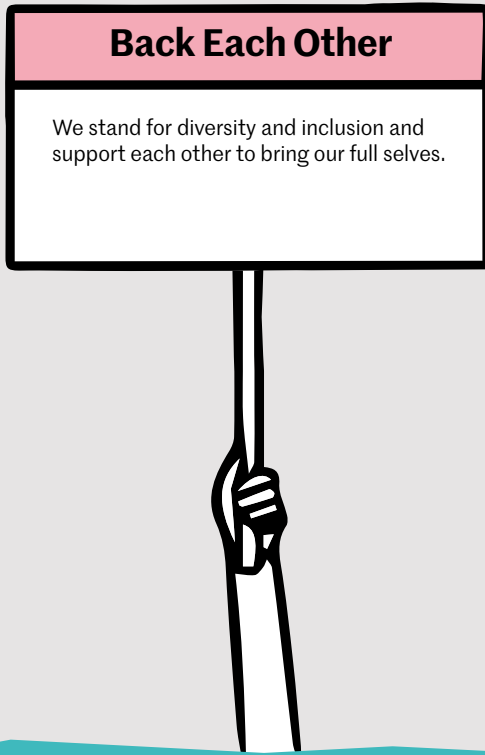


Our Collaboration Value

**Take initiative
when you see a need.**

**Play your role
in the shared goal.**

Commit to seeing it through.



Our Inclusivity Value

Value diverse perspectives.

Champion people's unique strengths and expertise.

Celebrate everyone's role in our success.

Our Framework

PURPOSE →

Connect students so everyone can thrive.

VISION ~

All students, staff and our community are empowered to unleash their full potential.

VALUES →

Seize the opportunity

Speak Up

Join Forces

Back Each Other

PROPOSITION ~



Community
Everyone who wants to belong here.

Experience
Welcoming, vibrant and enriching.

Offering
Opportunities for connection, support and development.

Value
Students empowered to thrive.

Our Pitch
Strath Union offers students opportunities for connection, support and development that equip and empower them to thrive at university and beyond.

Our Strategy

How we'll move towards our Vision 2025



How we'd like growth to feel through this next strategic cycle:

Context for growth:
A clear 'sandpit' for everyone to play in.

Ambitious

Relevant

Connected

Aspirational

Focussed

Accessible

Welcoming

Achievable

Nimble

Meaningful

Clear

Dynamic

Relatable

Inclusive

Simple

Authentic

Values-driven

Unleashing Potential

It's 2025 and ...

OUTCOMES IN 2025

Attractive membership offering and opportunities.

Students are equipped and empowered to flourish at university and beyond.

We have diverse income streams.

Strategic Priorities

WHAT WE NEED TO FOCUS ON TO GET THERE

- Increase engagement and impact across clubs, societies and student groups.
- Offer excellence in our services for all students based on insight and feedback and ensure students are aware of them.

- Skills and competencies gained by students at Strath Union are tangible and easily evidenced.

- Diversify income streams through fundraising, student enterprises and strategic partnerships.
- Generate increased income from our on-campus locations.

Measures

HOW WE' LL MEASURE SUCCESS

- Year-on-year increase in % of students engaged with clubs, societies and student groups.
- Year-on-year increase in student satisfaction and awareness with Union services.

- Students are able to easily demonstrate their involvement and qualifications gained during their time with the Union.

- At least 3 new income streams that are either breaking even or returning a surplus.
- Year-on-year growth real terms from commercial sales.

Amplifying Community

It's 2025 and ...

OUTCOMES IN 2025

Amplified student voice campaigning for change.

Students from diverse backgrounds are engaged and thriving.

Sustainability is embedded throughout the Union.



Strategic Priorities

WHAT WE NEED TO FOCUS ON TO GET THERE

- Inspire, support and equip students with the tools to deliver campaigns for change.
- Increase visibility and impact of student leadership and representation across the Union.

- Engage and offer accessible opportunities for members representative of the university population.
- Provide opportunities to support student mental health and wellbeing.

- Embed sustainability and carbon literacy across all Union policies, procedures and onboarding.



Measures

HOW WE' LL MEASURE SUCCESS

Annual improvement in National Student Survey (NSS) score.

3 Union-wide campaigns that positively and tangibly impact students' lives.

- Diversity of students engaged in clubs and societies is more representative of the diversity of the university population - demographics survey, year-on-year.
- Top tier of Healthy 'Body, Healthy Mind' campaign.

- All relevant policies updated and staff fully trained on sustainability.
- Year-on-year reduction in CO2 from 2022 baseline.

Empowering Everyone

It's 2025 and ...

OUTCOMES IN 2025

Our culture is lived by everyone (staff, student leadership and students).

Diverse, inclusive and empowered teams, collaborating well together.

Meaningful opportunities for personal growth.



Strategic Priorities

WHAT WE NEED TO FOCUS ON TO GET THERE

- Embed culture in recruitment, staff induction, onboarding and appraisal system.
- Embed the right rituals and practices to live the culture in the day-to-day running of the Union and its associated activities.

- Embed training, development and outcomes focussed on Inclusion, Diversity, Equity and Access (IDEA).
- Increase cross-team collaboration on Union-wide opportunities and priorities, to have greater impact.

Development, roll-out and support of Personal Empowerment Plans for staff.

Development of a culture of feedback, coaching and mentoring.



Measures

HOW WE' LL MEASURE SUCCESS

- Year-on-year increase in staff satisfaction, belonging and connection.

- External recognition for inclusivity as an organisation and being known as a great employer.
- Increase in staff survey measures around trust and purpose.

- All career staff have a Personal Empowerment Plan.
- 20% improvement in staff survey metric on coaching and mentoring.