

What's next II?

OUR PLAN FOR 2018-2022

SINCE LAUNCHING OUR STRATEGIC PLAN IN 2016, WE HAVE...

OVER 220
BRIGHT IDEAS
SUBMITTED AND VOTED ON

OVER 650
EVENTS HOSTED
ACROSS OUR VENUES

100,000+
PASSPORT POINTS AWARDED
FOR SU ACTIVITIES

£1,085,608
PAID TO STUDENT STAFF
ACROSS ALL TEAMS

INCREASED PARTICIPATION IN OUR
ANNUAL OFFICER ELECTIONS TO

28%

GOING FROM 2556 UNIQUE
VOTERS IN 2017 TO 2919 IN 2018

AND WE CREATED A FIFTH SABB

VP EDUCATION

AS WELL AS ELECTING A TOTAL OF

666 COURSE REPS

HELPING TO REPRESENT YOUR
ACADEMIC INTERESTS

**WE CREATED A BRAND NEW HELPDESK
FOR ALL STUDENT ENQUIRIES**

**WE REBRANDED THE WHOLE ORGANISATION
AND CREATED A NEW WEBSITE**

AND WE OPENED JUST A FEW NEW THINGS...

A NEW SHOP A NEW PUB A NEW HOUSING PLATFORM

ON TOP OF ALL THAT, OUR
ADVICE CENTRE
HAS HELPED WELL OVER

1,000 STUDENTS

ON HOUSING, ACADEMIC
AND OTHER ISSUES

WHY DO WE NEED A PLAN?

In August 2015 the Students' Union launched a programme of significant transformation, to enable it to better serve its members and deliver more impact for students at Royal Holloway. Guided by a new strategy agreed in January 2016, over the past two years we have redeveloped almost every area of the organisation.

We have rebuilt our finances, rebranded, launched a new website, opened a brand new helpdesk, and doubled the number of student staff we employ. We've opened a new shop, a new pub and a new housing portal. We have restructured our staff team, changed our governance structure, created an officer role specifically for education and launched a brand new day time events and give it a go programme. We've put in place far more support for student activists to make their own changes, have commissioned and led a review of academic representation at Royal Holloway, and have significantly professionalised our elections – including moving all those for student groups online.

But we're not complacent and we know there is still a lot more work to do. Two years in, we've taken stock to ensure our plan is still relevant and fit for purpose. What's Next II is the resulting step in our journey, allowing us to sharpen some of our priorities and measures of success. We'll do this every two years to ensure we're always on the right track.

NATASHA BARRETT (PRESIDENT 2016-18)

CLEM JONES (PRESIDENT 2018-19)

TOM FLYNN (CHIEF EXECUTIVE)

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The challenges.

A HUGE AMOUNT OF RESEARCH HAS GONE INTO THIS PLAN, AND WE'RE CONFIDENT WE KNOW WHAT YOU WANT US TO BE DOING. BUT IT'S ALSO IMPORTANT THAT WE RECOGNISE WE FACE SOME BIG CHALLENGES.



PICTURED: HOLI FESTIVAL, AN EVENT RUN ALONGSIDE OUR HINDU SOCIETY.



Space matters.

The College has mapped out an estates masterplan that identifies how it can provide a 21st century campus that meets the modern needs of people studying and working in the university today. Space is at a premium across the entire College, and we know we'll need to work with College to secure more and renovate what we have in order to deliver an expanding range of services.

Location, location, location.

This is both a strength and a challenge. We must recognise the opportunities that being close to London provides, but also deal head on with the challenges it presents. The high cost of living and small local community is a significant barrier for our students and staff alike.

The Higher Education Sector.

We do not exist in a vacuum. Over the past decade the sector has had significant time in the spotlight, with changes such as tuition fees, access agreements and student number controls having a direct impact on our work. With more reform agenda, we must consider how we respond to initiatives like the Teaching Excellence Framework and establishment of the new Office for Students.

Changing student numbers.

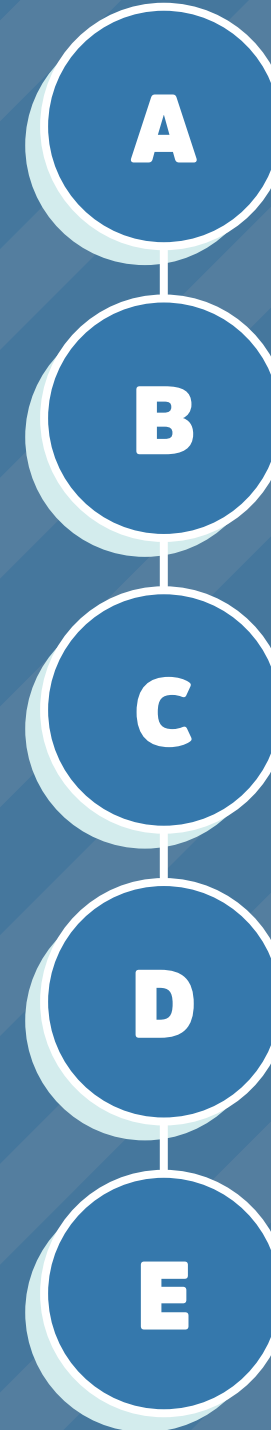
The College has plans for the student population to grow over the next four years, which in turn will have an impact on the services both organisations can provide. We must consider how scalable our current operation is, and which parts of the Students' Union require more resources as student numbers grow.

Tradition and heritage.

The College is steeped in history, which shapes how it operates today. We need to make the most of this where appropriate, reconciling tradition with a modern demographic and approach to how we work.

How does the plan work?

GREAT STRATEGY IS EASY TO UNDERSTAND AND STRAIGHTFORWARD TO FOLLOW. WHICH IS WHY THIS PLAN FOLLOWS A VERY SIMPLE STRUCTURE.



PAGE 10

We state what our overall mission is.

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We define what this means for our students.

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We articulate how we work through our values.

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We identify the factors that will enable us to achieve our aims.

THROUGHOUT

We set targets that measure our performance against clear goals.

OUR MISSION IS SIMPLE:

To make student life better at Royal Holloway.

BY 2022...

- + 80% OF STUDENTS ARE SATISFIED WITH THE STUDENTS' UNION AT ROYAL HOLLOWAY
- + 80% OF STUDENTS AGREE WE HAVE A POSITIVE IMPACT ON THEIR LIFE AT ROYAL HOLLOWAY
- + ACHIEVE NATIONAL RECOGNITION (E.G. NUS QUALITY MARK GOLD)



PICTURED: AN ICE CREAM PARLOUR EVENT, PART OF OUR GIVE IT A GO PROGRAMME THAT ENGAGES OVER 2000 STUDENTS EVERY YEAR.

Our aims.

OUR MISSION PROBABLY SEEMS REALLY SIMPLE. BUT IN REALITY, IF WE ASK 100 OF YOU WHAT THE MOST IMPORTANT THING THAT WE DO IS, WE'LL PROBABLY GET 100 DIFFERENT ANSWERS.

SO WE'VE BROKEN IT DOWN TO FIVE KEY AREAS THAT YOU'VE SAID YOU WANT US TO WORK ON. SOME OF THESE IDEAS WILL INVOLVE DELIVERING SERVICES OURSELVES OR IN PARTNERSHIP, WHILE SOME WILL MEAN LOBBYING OTHER ORGANISATIONS TO DO MORE.



PICTURED: OUR FRESHERS' FAIR PLAYS HOST TO STUDENT GROUP STALLS, A HOT FOOD MARKET AND ACTIVITIES THROUGHOUT THE DAY.

Improve your education.

It's the number one reason you're a student at Royal Holloway, and it's what you've told us you spend most of your time doing. Every survey tells us you want us to work on making your experience in the classroom better, topping your list of priorities in 2014. Higher quality feedback. Extra contact time. Better library facilities. More innovative use of technology in the classroom. We know we need to do lots more in this area.

i.

Deliver an impactful academic representation system in partnership with the College, supporting student representatives to make positive changes to their own programmes.

WHAT'S CHANGED SINCE 2016?

We refocused this idea around impact, and made clear it needed to be a partnership approach.

ii.

Utilise high quality primary and secondary research to drive all our policy work, securing changes that have a positive impact on the academic experience of students.

We emphasised the role of primary research in driving our policy agenda.

iii.

Enhance the role that academic societies play on campus, developing a framework with departments to support and facilitate their development.

We smartened our objective around academic student groups, acknowledging the role they play.

THE STUDENTS' UNION PLAYS A POSITIVE ROLE IN IMPROVING THE QUALITY OF MY EDUCATIONAL EXPERIENCE

YEAR	% AGREE	% DEFINITELY/MOSTLY AGREE
2018	78.2	60.0
2017	73.1	52.5
2016	67.0	45.1

Figures based on results from our annual Rate Your Union survey



PICTURED: OUR ANNUAL STUDENT OPPORTUNITIES TRAINING CONFERENCE, DESIGNED TO PROVIDE STUDENT LEADERS WITH ESSENTIAL SKILLS.

By 2022.

80%

of students agree we have a positive impact on their experience in the classroom

80%

of course reps elected, trained and further engaged to make change in their department

50

positive changes are achieved by course reps each year

Make your campus fun.

Something we've always known that we need to do, and the single most popular area identified by you as a priority for us. But with changing tastes and expectations higher than ever, we know it's important we do this well and help make your time at Royal Holloway as fun as possible. This means getting more of you involved in more activities, more often.

i.

Support student-led groups and networks to be more effective and sustainable, increasing the number of students involved in their activities.

ii.

Deliver a relevant, high quality and holistic events programme, providing a range of opportunities for all students to participate.

iii.

Provide access to higher quality space and venues for students to organise their own activities, supporting them in planning and running events.

WHAT'S CHANGED SINCE 2016?

We smartened this to be about sustainability of student-led groups.

We made this a more holistic big idea, looking at our entire events programme, and making it clear the objective was aimed at all students.

We refocused this around access to space, acknowledging a key objective was to get the University to open up their space.

THE STUDENTS' UNION PROVIDES SERVICES, EVENTS AND ACTIVITIES THAT ARE ENTERTAINING AND FUN

YEAR	% AGREE	% DEFINITELY/MOSTLY AGREE
2018	90.3	71.9
2017	87.8	68.4
2016	85.3	63.1

Figures based on results from our annual Rate Your Union survey

By 2022.

80%

of students agree that we provide services, events and activities that are entertaining and fun

80%

of students will have attended at least one of our events each year

5000

unique student group members, with 95% of groups continuing each year



PICTURED: 'PETTING ZOO' DURING OUR STRESSBUSTERS CAMPAIGN, INTENDED TO HELP REDUCE STUDENTS' STRESS DURING EXAM SEASON.

Look after your wellbeing.

We know it's really important that we play a role in supporting your health and general wellbeing, and that money is an issue.

- i.** Offer more advice and support for students who need it, enabling more preventative work to be undertaken on the basis of intelligence gathered via individual casework.
- ii.** Provide students with more job opportunities, putting money back into their pockets. Continue to embed the 'student jobs first' philosophy within the organisation, and lobby for its wider adoption.
- iii.** Play an impactful role in the private housing market, ensuring students get access to higher quality accommodation, better services, and are an engaged part of the local community.
- iv.** Create and support activities directly targeted at improving the physical and mental health of students during their studies.

In 2015, 63% of you responded that you needed to supplement your income with part-time work, while 50% relied on funding from family.

Student housing is a huge area we need to make an impact on – raising the quality and getting rid of additional charges. We've also got a role to play promoting both physical and mental wellbeing, keeping you happy and healthy.

WHAT'S CHANGED SINCE 2016?

We tightened the wording to make the link between casework and policy work stronger.

We smartened this to include our 'student jobs first' philosophy, and made it clear our objective was to get the University to adopt it too.

We smartened this idea to be around impact.

We made it clearer that this idea included both physical and mental health.

THE STUDENTS' UNION HAS A POSITIVE IMPACT ON MY GENERAL WELLBEING, HOUSING OR FINANCES

YEAR	% AGREE	% DEFINITELY/MOSTLY AGREE
2018	66.6	45.5
2017	64.8	44.8
2016	60.0	37.2

Figures based on results from our annual Rate Your Union survey

By 2022.

80%

of students agree we have had a positive impact on their general wellbeing, housing or finances

2000

students have accessed our advice service

2000

students supported to make a private housing choice



PICTURED: OUR ADVICE CENTRE HAS FREE TAMPONS, CONDOMS AND INFORMATION AVAILABLE ON MENTAL AND PHYSICAL HEALTH, HOUSING AND MORE.

Make you more employable.

The second highest result for what you want us to focus on. We know that once you've finished studying the graduate job market is tough. There are so many ways that getting involved in the Students' Union can help you with your eventual career.

i. Provide students with higher quality part-time job opportunities that prepare them for the future, with training and professional development built into all posts.

ii. Develop a Union-wide coherent programme to support students involved in voluntary/leadership roles with respect to their professional development. Ensure they are able to draw on this experience when entering the graduate job market.

iii. Lobby the College to ensure that the Careers Service, academic departments and areas that employ students provide effective support for students in relation to their graduate employability and professional development.

But at the moment we don't make these clear enough. And we know you expect us to work alongside the Careers Service to make sure the College is supporting you in your professional development.

WHAT'S CHANGED SINCE 2016?

We tightened the wording to make it clear that all our student jobs would have clearly defined professional development built into them.

We expanded this aim to become Union-wide, focused on all students in any leadership role.

We added a specific idea around the improvement of the University Careers Service, acknowledging our lobbying and representative role.

MY LEADERSHIP ROLE WITHIN THE STUDENTS' UNION HAS MADE ME MORE EMPLOYABLE

YEAR	% AGREE	% DEFINITELY/MOSTLY AGREE
2018	62.2	45.6
2017	61.0	42.1
2016	60.0	42.0

Figures based on results from our annual Rate Your Union survey

By 2022.

80%

of students involved in a leadership role through the Students' Union agree we have made them more employable

3000

students have engaged with a campus employability scheme each year through the Students' Union



PICTURED: OUR BAR TEAM HAVE A BUILT-IN DEVELOPMENT SCHEME AND A VARIETY OF TRAINING COURSES AVAILABLE TO THEM SO THEY CAN PROGRESS.

Empower you to change the world around you.

Higher Education is transformative for people at all stages in their lives. It inspires and drives people to look at things how they could be, rather than how they are.

We know we need to support you in driving change and making the world around you a better place: in the Students' Union, in the College, in the local area, and beyond.

WHAT'S CHANGED SINCE 2016?

We added the terms amplify and collective voice to make it clear our role is to bring students together on key issues.

We smartened this idea to be explicitly targeted at encouraging debate on campus.

We smartened this idea to be focused on training and skills, developing activists.

We tightened this idea to make it clear the aim would be delivered in partnership with the University.

i. Amplify the collective voice of Royal Holloway students, representing them effectively on more key issues that matter to them.

ii. Encourage and facilitate debates on campus around important issues, helping students go into the world as more informed and engaged citizens.

iii. Give students the training and skills to make positive changes for themselves and others at all levels, giving them the confidence to lead.

iv. Work in partnership with the College to provide more volunteering opportunities for students to give something back to the local community and beyond.

THE STUDENTS' UNION REPRESENTS ME EFFECTIVELY AND CAMPAIGN ON THE RIGHT ISSUES

YEAR	% AGREE	% DEFINITELY/MOSTLY AGREE
2018	65.8	42.2
2017	63.5	40.1
2016	54.9	30.4

Figures based on results from our annual Rate Your Union survey



PICTURED: 'WHY IS MY CURRICULUM WHITE' PANEL

By 2022.

80%

of students agree we campaign on the issues that affect them and represent them effectively

40%

turnout in our elections, six candidates per role, 80% of voters cast a ballot over all roles

50

positive changes achieved by students each year (excluding course reps)

Our values.

WE'VE SAID WHAT WE'RE GOING TO DO BUT WE ALSO NEED TO STATE CLEARLY HOW WE'LL GO ABOUT DOING IT. OUR VALUES DICTATE THE WAY WE OPERATE, THE BEHAVIOURS WE CHAMPION, AND HOW THE ORGANISATION SHOULD FEEL.

BY 2022...

- + 80% OF STUDENTS ASSOCIATE US WITH ONE OF OUR VALUES WHEN ASKED TO DESCRIBE US IN ONE WORD
- + 100% OF STAFF CAN IDENTIFY AND EXPLAIN AT LEAST ONE VALUE AND HOW IT'S RELEVANT TO THEIR ROLE



PICTURED: OUR LGBT+ SOCIETY AT NATIONAL STUDENT PRIDE.

Student focused.

EVERYTHING WE DO WILL HAVE STUDENTS AT THE HEART OF IT.

ON A DAILY BASIS THIS MEANS WE WILL:

- + Understand without doubt that we exist to make life better for students, and pro-actively respond to your changing needs.
- + Act on feedback to improve the way we work, consistently championing a you said, we did approach across the entire organisation.

Inclusive.

WE WILL OFFER A DIVERSE RANGE OF ACTIVITIES AND SERVICES WHICH ARE FULFILLING AND ACCESSIBLE.

ON A DAILY BASIS THIS MEANS WE WILL:

- + Take active steps to ensure more of you from currently under-represented groups can participate in our activities.
- + Promote initiatives to create a more diverse organisation that takes account of the broad range of your needs.

High quality.

YOUR EXPECTATIONS ARE HIGH AND WE MUST EXCEED THEM.

ON A DAILY BASIS THIS MEANS WE WILL:

- + Set key performance standards for all our activities, so all staff and students know what great looks like.
- + Evaluate and hold ourselves accountable to delivering these standards.

Brave.

WE SHOULD BE BOLD AND NOT AFRAID TO CHALLENGE THE STATUS QUO.

ON A DAILY BASIS THIS MEANS WE WILL:

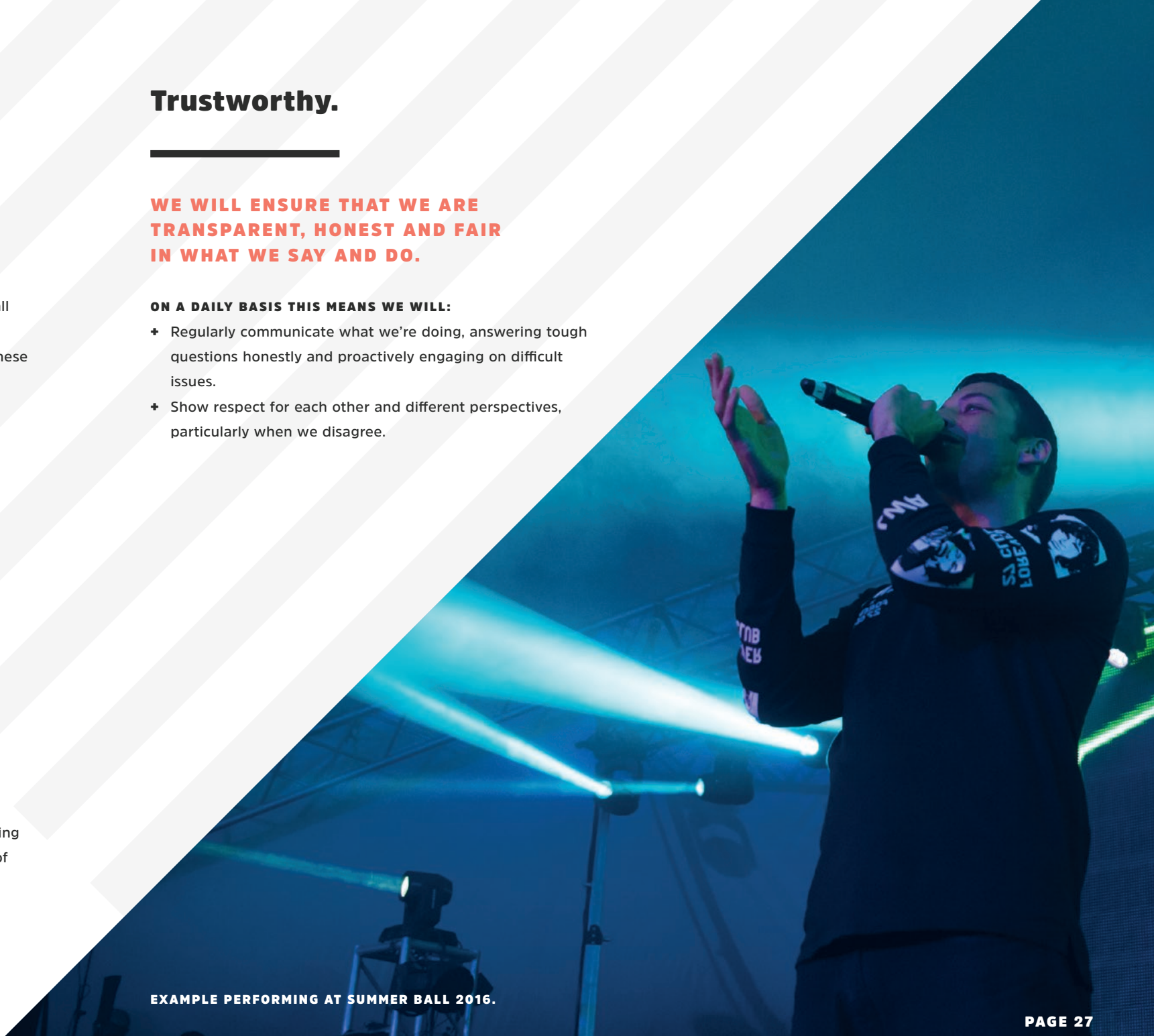
- + Constantly look at our own activities, and ask ourselves the question can we do it differently and better at every opportunity.
- + Take managed risks to achieve great things, understanding that short term failure is often an essential component of long term success.

Trustworthy.

WE WILL ENSURE THAT WE ARE TRANSPARENT, HONEST AND FAIR IN WHAT WE SAY AND DO.

ON A DAILY BASIS THIS MEANS WE WILL:

- + Regularly communicate what we're doing, answering tough questions honestly and proactively engaging on difficult issues.
- + Show respect for each other and different perspectives, particularly when we disagree.



Our enablers.

WE'VE OUTLINED WHAT WE'RE GOING TO DO AND HOW WE'RE GOING TO DO IT, BUT WE'LL ONLY BE ABLE TO DO THIS IF WE'RE AN EFFECTIVE ORGANISATION NOW AND IN THE FUTURE.

BY 2022...

- + **DIGITAL FIRST AMBITION: 80% OF STUDENTS HAVE ENGAGED WITH US THROUGH OUR DIGITAL PLATFORM EACH YEAR.**
- + **GREAT PEOPLE AND CULTURE: 90% OF ALL STAFF WOULD POSITIVELY RECOMMEND THE SU AS A PLACE TO WORK // WE HAVE ACHIEVED INVESTORS IN PEOPLE, VOLUNTEERING AND DIVERSITY**
- + **COMPREHENSIVE INSIGHT: 25% OF STUDENTS COMPLETE OUR ANNUAL SURVEY // A SINGLE PERFORMANCE AND ENGAGEMENT INDEX DEVELOPED AND DEPLOYED ACROSS THE ORGANISATION**



PICTURED: LAURELS AWARDS, OUR ANNUAL AWARDS EVENING CELEBRATING STUDENTS AND STAFF AT ROYAL HOLLOWAY, INCLUDING PERFORMANCES FROM OUR VERY OWN STAFF TEAM.



Sustainable resources.

WE'VE GOT AMBITION, WHICH MEANS WE ALWAYS WANT TO DO MORE.

That means that growing our resources sustainably is crucial, generating our own income and securing a long-term commitment from the College to fund our development. This also includes investing in and developing high quality space for the Students' Union to operate from.

Our trading operation forms a crucial part of the services we provide students. But we also rely on it as a social enterprise to deliver funding for our core charitable purpose. That means we always need to balance the ability to generate a surplus to reinvest, with a requirement to give students maximum value for money. We need to be upfront with students about why this is necessary, and how it works.

Great people and culture.

GREAT ORGANISATIONS ARE DRIVEN BY GREAT PEOPLE, AND GREAT PEOPLE NEED DEVELOPING AND REWARDING.

That means we need a high performance culture which values teamwork: trusting students to run our commercial services and celebrating our volunteers.

Good democracy and governance.

WE'RE A COMPLEX ORGANISATION: A STUDENTS' UNION, PART OF THE COLLEGE COMMUNITY AND A REGISTERED CHARITY SUBJECT TO LEGISLATION WITH WHICH WE NEED TO COMPLY.

That means we need to ensure our governance is professional, robust and transparent. But as a democratic organisation we also need to ensure that our members are engaged with the decisions we make. Creating opportunities for students to be as involved as possible in the organisation is central to who we are.

Effective communication.

WHEN ASKED IN 2018, 78.4% OF STUDENTS FELT INFORMED ABOUT WHAT THE STUDENTS' UNION DOES.

As a membership organisation, we need to understand what students think, and communicate what we're doing through a clear brand. That means it's essential we take time to ask you what you want, and ensure you know everything that is going on.

Digital first ambition.

NOT ALL STUDENTS LIVE AND WORK ON CAMPUS, AND WE CAN'T PHYSICALLY INTERACT WITH EVERY MEMBER.

That means we need to ensure all our services are accessible online where possible, integrating everything we do through a single engagement platform.

Comprehensive insight.

TO BE THE LEGITIMATE VOICE OF STUDENTS ON CAMPUS, WE NEED TO KNOW THEM BETTER THAN ANYONE ELSE.

This means conducting high quality research regularly, and using it to inform our decisions. We also need to collate and manage data in a way that allows the organisation to report quickly and comprehensively on our performance.

**RH
SU**



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