

INTRODUCTION

The University of Salford Students' Union is the independent representative body of students at the University. The Union is an unincorporated association and has exempt charity status.

In September 2005, the Students' Union began a process of internal review, recognising that it faced a particular issue over whether it made a positive contribution to students' lives at Salford, and a more general one of how the Union would make the transition to becoming a registered charity with the introduction of the 2006 Charity Act, and the need to live up to the hallmarks of an effective charity.

The first response to that review led to the Union completely reforming its governance processes, creating a completely new constitution which delivered a democratic structure with a clearly defined Trustee Board taking full responsibility for setting and scrutinising the strategic direction and achievements of the organisation. In addition, the Union created a new strategic framework, identifying a mission statement, four key strategic objectives and a statement of organisational values. The new structure also provided the Union with new vehicles for improving its connections with students, creating more opportunities for the Union to listen to students' opinions and reflect them in its planning and delivery of activities. A final recommendation of the review was that the Union needed to put in place a new strategic plan for the 2008/9 year, focussing on realigning the Union's activities with students' views on the organisation's future direction.

In parallel to the Union's reform process, the University of Salford undertook its first large scale student satisfaction survey. The Union's trustees took the decision to use the information resulting from this survey to drive the new strategic direction and activities of the organisation. Key amongst the critical opinions of the students were the following observations:

- That student representation was felt to be poor.
- That there existed a poor range of social activities that were poorly promoted.
- That the Union in general was "not for people like me".

Overall, 31% of respondents felt that the Students' Union had not met their needs, or in other words had not made a positive impact on their time at University. Additionally, the survey clearly identified what factors did matter to students, the majority of which are inevitably focussed on their academic experience:

- Quality of teaching
- Organisation of course
- Assessment & feedback
- Support for dissertation
- Academic & pastoral support
- Campus environment

It was clear to the Union's Trustees that there existed a very real challenge to the legitimacy of the Union if it did not refocus and reprioritise its activities and outputs towards issues that matter and have relevance to students. If future surveys followed the same trend, then the Union's right to call itself the independent voice of Salford students would surely be challenged. The Trustees have recognised that any changes in strategy by the Union must ensure two outcomes: firstly students should see representation and articulation of their voice as the Union's core activity; secondly students should see that the representation processes, outputs & outcomes are relevant to them and their student experience.

Consequently, the Union has produced this strategic plan to cover the next three years. The Trustees' vision is of a pioneering, innovative Students' Union – a powerful force in enhancing students' lives at the University of Salford. The Trustees have recognized the need for the Union to change and to empower Salford students to shape a quality learning experience. The plan has been developed in response to the perceptions of the Union identified in the Salford experience survey, and to the Trustees' belief that the Union needs a fundamental change of direction to ensure it remains a relevant part of the Salford student experience. The four strategic priorities identified during the governance review are reaffirmed in this strategic plan, setting our path for the medium term and laying firm foundations for the future. The plan itself focuses our efforts and our activities, forming the cornerstone of our work during the next three years and beyond. The plan challenges our weaknesses and builds on our strengths. It is ambitious and it is fundamental to achieving our vision for the Union and for the Salford student experience.

OUR VISION

By 2011 the vibrancy of USSU, the strength of our services and our ability to engage with, motivate and empower all of our members will mean that we are recognised as one of the country's leading students' unions.

OUR MISSION

“Enhancing Students’ Lives”

The Union will achieve its mission by:

- Creating a strong Union presence on the issues and affairs that matter to our students.
- Developing our organisational structures to ensure that we make an outstanding contribution to our members' lives.
- Forging a dynamic partnership with the University that enhances the Salford experience.
- Creating an involvement culture where innovative, life changing opportunities are available to our members.

OUR VALUES

USSU is a student-led, student-focussed organisation with the principles of representation, democracy and informed campaigning at its very heart. Every student at Salford is a member of USSU.

We value:

Accountability

USSU conducts all its activities, services and working practices with the highest ethical integrity. We endeavour to be transparent, open and honest about our activities, and to allow ourselves to be held to account for our actions by our stakeholders.

Enterprise

USSU seeks to be a leader in the field of Students' Unions through challenging conventional thinking, responding quickly to changes in our environment, and through delivering innovative services and solutions that enhance students' lives.

Sustainability

USSU seeks to be a proactive Union in adapting to the demands of a low carbon economy. We will actively support the University's sustainability charter and seek to reduce the environmental impact of our activities and services. USSU also seeks to ensure that its services, activities and work practices are financially and operationally sustainable in their own right, and continually contribute to the Union's strategic objectives.

Quality

USSU strives to deliver quality in all areas of its working practices, services, activities and opportunities. We will aim to ensure that where appropriate they are customer focused, professional, safe, viable, relevant and offer value for money.

Fun

USSU is committed to and serious about its work but also believes that the Union should be an environment that is fun to be involved in both from a user and staff perspective. We believe this is what can make us different from other organisations

Partnership

USSU will work closely with its members, the University and the wider community. We recognise the benefits of collaborative working to ensure the best possible outcomes for students and its role in building a cohesive student community and effective working relationships.

Diversity

USSU values the diverse nature of its community. We recognise the importance of being able to adapt to meet the needs and demands of our members, to actively promote a greater understanding and respect for those differences, and to encourage an inclusive welcoming environment.

CREATING A STRONG UNION PRESENCE ON THE ISSUES AND AFFAIRS THAT MATTER TO OUR STUDENTS.

What this means:

- Members feel that USSU is there to represent them on issues which affect their lives as students.
- Members should see that the representation processes, outputs & outcomes are relevant to them and their student experience.
- We identify and work with other key national groups to ensure the voice of our members is heard on a regional and national basis.
- More members are involved in making decisions.
- All our stakeholders know that USSU is a campaigning body.

To make this happen we will:

- Reorganise the Sabbatical responsibilities to make them Faculty based and student experience led.
- Regularly consult members on their student experience and articulate their concerns to the University.
- Create an annual programme of meaningful, student focussed campaigns.
- Review the role, function and outputs of the Student Advice Centre.
- Consider incorporating a formal Student Ombudsman role into the Union's services.

Project	By July 2009 we will have:	By July 2010 we will have	By July 2011 we will have
<p>Reorganise the Sabbatical responsibilities to make them Faculty based and student experience led</p>	<p>Operated for 1 year with existing VP roles attached to a Faculty</p> <p>Reorganised officer responsibilities and elected new team</p> <p>Allocated a VP per Faculty</p> <p>Secured office space in each Faculty</p> <p>Reorganised admin support and office space in UH</p> <p>Negotiated roles within Faculty committee structures</p> <p>Appointed a placement student to cover Student Direct editorial duties</p> <p>ACHIEVED ALL TARGETS</p>	<p>Attended 90% of Faculty meetings</p> <p>Supported student reps to attend 75% of SSLCs</p> <p>Held at least 1 course rep meeting per semester in each School chaired by VPs</p> <p>Organised at least 1 Community Forum per Faculty per semester on relevant topics</p> <p>Seen a 20% increase in the number of course reps accessing training events and materials</p> <p>Presented a proposal to the University outlining recommendations for the future of the Student Representation System.</p>	<p>Attended 95% of Faculty meetings</p> <p>Supported student reps to attend 85% of SSLCs</p> <p>Held at least 2 course rep meetings per semester in each School chaired by VPs</p> <p>Organised at least 2 Community Forums per Faculty per semester on relevant topics</p> <p>Seen a further 20% increase in the number of course reps accessing training events and materials</p> <p>Implemented changes to the student representation system and reviewed impact.</p>
<p>Regularly consult members on their student experience and articulate their concerns to the University.</p>	<p>Put in place a well advertised and interesting Community Forum programme</p> <p>Held at least 3 Community Forums per semester</p> <p>Conducted a member satisfaction survey with 1500 responses</p> <p>Held two meetings in the year with the SLT to discuss student experience issues</p> <p>NOT FULLY ACHIEVED</p>	<p>Held at least 3 Community Forums per semester plus 1 per Faculty</p> <p>Conducted a member satisfaction survey with 1500 responses</p> <p>Held three meetings in the year with the SLT to discuss student experience issues</p> <p>Introduced web based question & answer forums for the Sabbatical officers</p> <p>Held 2 Scrutiny Committee investigations into Union service delivery</p>	<p>Held at least 4 Community Forums per semester plus 2 per Faculty</p> <p>Conducted a member satisfaction survey with 1750 responses</p> <p>Held three meetings in the year with the SLT to discuss student experience issues</p> <p>Held 2 web based question & answer forums for each of the Sabbatical officers</p> <p>Held 3 Scrutiny Committee investigations into Union service delivery</p> <p>Begun a further strategic review</p>
<p>Create an annual programme of meaningful, student focussed campaigns</p>	<p>Consulted our members & Identified 3-4 priority campaigns</p> <p>Created an annual campaigns calendar launched in Welcome Week</p> <p>Created a Campaigns Collective &</p>	<p>Identified 4-5 priority campaigns</p> <p>Refined the calendar and formally launched the new campaigns</p> <p>Dedicated newspaper and website space to reporting on campaigns' objectives and</p>	<p>40% of members able to identify a Union campaign</p> <p>1% of students (c.190) attending at least one collective meeting</p> <p>Put in place a formal process to evaluate</p>

	<p>allocated funding to engage students in organising & directing campaigns</p> <p>Published the desired campaign outcomes & reported on successes</p> <p>Allocated staff support</p> <p>20% of members able to identify a Union campaign</p> <p>ACHIEVED IN PART</p>	<p>outcomes</p> <p>Expanded the collectives concept to enable specific student groups to organise their own campaigns</p> <p>30% of members able to identify a Union campaign</p>	<p>the success of campaigns</p>
<p>Monitor the role, function and outputs of the Student Advice Centre</p>	<p>Agreed the future remit of the SAC</p> <p>Agreed the lines of demarcation between SAC and Student Services' provisions</p> <p>Identified collaboration opportunities with Student Services</p> <p>Reviewed staff roles</p> <p>Identified future focus and deployed staff accordingly</p> <p>Agreed the SAC's future location</p> <p>ACHIEVED</p>	<p>Collected monthly data on the usage of the Advice Centre, noted any impact of Student Life in the building and the new location) and adapted plans.</p> <p>Reviewed the caseload (once per year) of the Advisors and take action necessary.</p> <p>Introduced an electronic case management system based on the decision of Trustee Board</p> <p>Introduced one new method for the dissemination of key student issues to the sabbatical team</p> <p>Reviewed the case for and introduced a team of student volunteers to work in the Advice Centre</p> <p>Completed the NVQ Level 4 Advice and Guidance for the 2 advisors</p>	<p>Established a clear direction for the future work of the Advice Centre</p> <p>Review objectives for the section and individuals</p>
<p>Ensure a student representation system which provides maximum benefit for all parties.</p>		<p>Created a plan for the future of student representation structures.</p> <p>Increased by 5% the members able to identify aspects of the student representation system.</p> <p>Gathered feedback from 15% of student reps on their experience</p> <p>Delivered a series of introductory and</p>	<p>Implemented changes to the Student Representation structures and evaluated progress</p> <p>Created a targeted range of resources for an additional 5 schools</p> <p>Developed links with at least one Associate member.</p> <p>Trialled an alternative method of provision</p>

		<p>refresher training at least twice per year</p> <p>Created one additional online training resource</p> <p>Created a targeted range of resources for at least 5 schools for student reps</p> <p>Held one staff development session per semester</p> <p>Seen a 15% increase in the usage of online information and training materials.</p> <p>Trained at least 35% of all student representatives online and face to face</p> <p>Recruited 20 SLRs and held at least 2 training sessions to include VPs</p> <p>Developed one alternative methods of participation for student representatives in particular part-time students</p>	<p>for student representation</p>
--	--	--	-----------------------------------

DEVELOPING OUR ORGANISATIONAL STRUCTURES TO ENSURE THAT WE MAKE AN OUTSTANDING CONTRIBUTION TO OUR MEMBERS' LIVES.

What this means:

- Our governance structures are at the leading edge within Students' Unions.
- We are financially stable & sustainable.
- We are socially, ethically and environmentally responsible.
- Across the board our services are accessible to and used by our diverse membership.
- Our services are what our members want.
- Our services operate in such a way that makes using them easy for our members.
- Our employees are engaged in the mission, vision and values of the objectives.

To make this happen we will:

- Review the role of Union Assembly and student participation within it.
- Develop a layer of the structure to provide a mechanism for student engagement alongside the mechanisms for student consultation.
- Move all voting to online ballots.
- Hold an annual online policy referendum.
- Develop a three year financial strategy.
- Commit to an annual improvement in the Sound Impact Awards scores.
- Continue to develop modern, member focussed commercial services.
- Have competent and highly motivated staff.

Project	By July 2009 we will have	By July 2010 we will have	By July 2011 we will have
Review the role of Union Assembly and student participation within it	<p>A Trustee Board resolution on the future format & function of Union Assembly</p> <p>A repackaged and reformatted Assembly by the 2009 elections</p> <p>Held contested elections if required</p> <p>ACHIEVED THROUGH CREATION OF YOU DECIDE</p>	<p>Held at least three meetings of You Decide</p> <p>Ensured the meetings provide a forum for both officer scrutiny and member debates</p>	<p>Held at least four meetings of You Decide</p> <p>20% of members able to identify Assembly and its role</p>
Develop a layer of the structure to provide a mechanism for student engagement alongside the mechanisms for student consultation	<p>Written a Strategy & Guidance document defining the role and function of "Collectives"</p> <p>At least 4 collectives in place to include one each for campaigns and student activities</p> <p>Allocated appropriate funding and staff support</p> <p>At least 50 students attending at least one collective meeting</p> <p>5% of members able to identify a collective</p> <p>Consulted participants on future expansion of the activity</p> <p>ACHIEVED</p>	<p>At least 6 collectives in place including one for Student Media</p> <p>10% of members able to identify a collective</p> <p>1% of students attending at least one collective meeting</p> <p>Developed a skills training programme for collective members</p> <p>Ensured that participants' involvement is recognised by the PDP process</p>	<p>At least 8 collectives in place, including Equality & Diversity sub groups</p> <p>Each collective able to demonstrate 1 measurable positive contribution to the student experience</p> <p>15% of members able to identify a collective</p> <p>1.5% of students attending at least one collective meeting</p>
Move all voting to online ballots	<p>Voting in any Union election conducted online</p> <p>A 10% increase in the 2008 Trustee Board election turnout</p> <p>TURNOUT STATIC</p>	<p>A 15% increase in the 2009 Trustee Board election turnout</p>	<p>A 20% increase in the 2010 Trustee Board election</p>
Hold an annual online policy referendum	<p>Developed a structure for holding annual online policy motion referenda</p>	<p>Held a policy referenda either in autumn 2009, or alongside the trustee board</p>	<p>Held a policy referenda either in autumn 2010, or alongside the trustee board</p>

	ACHIEVED BUT MORE WORK BEING DONE	elections	elections
Develop a three year financial strategy	<p>Presented initial 3 year financial plan to the Trustee Board by June 2008</p> <p>Created a rolling 3 year budget/forecast process</p> <p>Reviewed financial management procedures and operations and presented recommendations to Trustees by September 2008</p> <p>ACHIEVED</p>	<p>Present next rolling 3 year budget to Trustees by December 2009</p> <p>Reviewed the relationship with Charity Business and make recommendations on future operations by June 2010</p>	Achieved the first three year strategy
Commit to an annual improvement in the Sound Impact Awards scores	<p>Achieved a Bronze Sound Impact Award</p> <p>ACHIEVED</p>	Maintained the Bronze Sound Impact Award and increased our score by 20% on 2009	Achieved a Silver Sound Impact Award
Continue to develop modern, member focussed commercial services	<p>Increased Commercial surplus by 10% on 2008 year end</p> <p>Regularly consulted our members on their satisfaction with our commercial services</p> <p>Applied members' views to the development of commercial activity</p> <p>NOT ACHIEVED – COMMERCIAL RESTRUCTURE TAKING PLACE</p>	<p>Increased Commercial surplus by 15% on 2009 year end</p> <p>Regularly consulted our members on their satisfaction with our commercial services</p> <p>Applied members' views to the development of commercial activity</p>	<p>Increased Commercial surplus by 20% on 2010 year end</p> <p>Regularly consulted our members on their satisfaction with our commercial services</p> <p>Applied members' views to the development of commercial activity</p>
Have competent and highly motivated staff	<p>Created a staff consultative council</p> <p>Embedded appraisal culture at the level below the senior management team</p> <p>Launched a staff development programme focussed on delivering the objectives in the strategic plan</p> <p>ACHIEVED BAR FIRST POINT</p>	<p>Embedded appraisal culture at an outlet level in commercial services</p> <p>35% of staff undertake personal development training in the year</p> <p>Repeat staff survey in December 2009</p> <p>Undertake IIP diagnostic</p>	<p>Every member of staff given an annual personal development statement linked to the strategic plan</p> <p>50% of staff undertake personal development training in the year</p> <p>75% of staff when surveyed indicate that they enjoy working at the Union</p> <p>Begun to seek Investors in People recognition</p>

FORGING A DYNAMIC PARTNERSHIP WITH THE UNIVERSITY THAT ENHANCES THE SALFORD EXPERIENCE

What this means:

- We have an excellent relationship with the University and understand and meet their requirements
- The University recognises the Union as a valued and legitimate partner in enhancing the student experience.

To make this happen we will:

- Focus the Sabbatical Officers' work within the Faculties, and on Faculty Boards.
- Canvass University opinion about the future of the Union.
- Support the University's moves to improve the standard of and access to sport and leisure facilities.
- Support the University's moves to recruit and support elite sporting students

Project	By July 2009 we will have	By July 2010 we will have	By July 2011 we will have
<p>Focus the Sabbatical Officers' work within the Faculties, and on Faculty Boards</p>	<p>Written an operating plan to both cement the new officers into the faculties and build the Union's engagement with staff and students alike</p> <p>Created a Sabbatical Operations Centre in UH dedicated to supporting their out of office, faculty based work</p> <p>ACHIEVED PENDING NEW OFFICERS STARTING</p>	<p>Sabbaticals physically well established in the faculties, and meeting the participation targets in section one.</p> <p>The Sabbatical Operations Centre up and running to support the work of the VPs</p> <p>VPs spending 3 days out of 5 working in the Faculty spaces</p>	<p>The Vice Presidents able to spend up to 4 days out of 5 working in the Faculty spaces.</p>
<p>Canvass University opinion about the future of the Union</p>	<p>Surveyed the University's SLT to identify their opinions on the future role of the Union.</p> <p>Produced an annual report on the work of the Union focussed on its impact and outcomes</p> <p>Circulated the report to all SLT members, and members of University Council</p> <p>SLT SURVEY STILL TO HAPPEN, OTHER POINTS ACHIEVED</p>	<p>Surveyed the University's SLT to identify their opinions on the future role of the Union.</p> <p>Produced an annual report on the work of the Union focussed on its impact and outcomes</p> <p>Circulated the report to all SLT members, members of University Council, and members of Faculty and School management teams</p>	<p>Actioned all of the recommendations of the Trustee Board, to ensure the future stability of SU funding and relationship management.</p>
<p>Support the University's moves to improve the standard of and access to sport and leisure facilities</p>	<p>Ensured the development of a close working relationship between the Union's Activities Development Unit and the University's preferred management structure for sport.</p> <p>Consulted members on their aspirations for the future development of recreation facilities.</p> <p>Represented that opinion to the University</p> <p>Developed partnerships with the Salford Leisure Trust to improve access to city facilities and activities for Salford students</p> <p>WORK IN PROGRESS – TARGETS</p>	<p>Developed a recognised partnership with the University for the joint strategic management of sport and leisure facilities and activities</p> <p>Surveyed members' opinions on future facility proposals and ensured their views are reflected in University planning</p> <p>Ensured the development of a close working relationship between the Union's Activities Development Unit and the University's preferred management structure for sport.</p> <p>Consulted members on their aspirations for the future development of recreation</p>	

	ADDED TO 2009/10	<p>facilities.</p> <p>Represented that opinion to the University</p> <p>Developed partnerships with the Salford Leisure Trust to improve access to city facilities and activities for Salford students</p>	
Support the University's moves to recruit and support elite sporting students	<p>.</p> <p>WORK IN PROGRESS.</p>	<p>At least two sports teams in national semi finals or above.</p> <p>At least one individual competing for a national sport title</p> <p>A training & support programme in place for elite sporting students,</p>	<p>At least three teams in national semi finals or above.</p> <p>At least two individuals competing for a national sport title</p>

CREATING AN INVOLVEMENT CULTURE WHERE INNOVATIVE, LIFE CHANGING OPPORTUNITIES ARE AVAILABLE TO OUR MEMBERS.

What this means:

- We will deliver the activities that our members tell us they want, in the way that they want them delivering.
- The investment we provide in student led activities will offer value and quality.
- Our activities will be accessible for all members.
- Members are sign-posted to our activities appropriate to their needs and levels of commitment.
- All student activity groups have the opportunity to get direct and specialist support.
- Members are assisted to balance studying, learning and working alongside making the most out of their leisure time.

To make this happen we will:

- Create an Activities Development Unit to provide a focal point for the administration and development of student activities within the Union.
- Create a new funding model for student activities focussing on rewarding and delivering involvement, diversity, innovation, personal development and success.
- Create a programme of intra mural sport
- Create a “Give It A Go” programme to broaden the diversity of student activities and offer pay as you go opportunities to pursue extra curricular interests.
- Create a tier of “student activity programmes” with enhanced funding and staff support based around activities that enhance the sense of campus community.
- Create an Activities Project Fund for clubs and societies to bid into to finance one-off events.

Project	By July 2009 we will have	By July 2010 we will have	By July 2011 we will have
<p>Create an Activities Development Unit to provide a focal point for the administration and development of student activities within the Union</p>	<p>Secured additional funding from the University to staff the Unit and develop activities</p> <p>Recruited 2 x student activities staff members</p> <p>Transferred the Outdoor Pursuits Coordinator to the Unit</p> <p>Transferred all administrative responsibility for student activities from VP Activities to the Unit</p> <p>Supported the development of 10 new student activity organisations</p> <p>ACHIEVED</p>	<p>Supported the development of 15 more new student activity organisations</p> <p>5% of students involved in a student activity programme</p>	<p>Supported the development of 15 more new student activity organisations</p> <p>7.5% of students involved in a student activity programme</p>
<p>Create a new funding model for student activities focussing on rewarding and delivering involvement, diversity, innovation, personal development and success</p>	<p>Reviewed the current funding model and benchmarked against others in sector</p> <p>Sought feedback from clubs and societies on possibilities and limitations of available models</p> <p>Developed a proposal for Trustee Board consideration by January 2009</p> <p>Implemented new model and allocated grants for 09/10 financial year</p> <p>Shifted funding balance from 16:1 in favour of clubs to 4:1 in favour of clubs</p> <p>ACHIEVED THOUGH GRANTS WILL BE ALLOCATED IN SEPT 2009</p>	<p>Sought feedback from clubs and societies on effectiveness of new model by December 2009</p> <p>Propose and adopt refinements by January 2010</p> <p>Implement refined model and allocate grants for 10/11 year</p> <p>Moved funding balance to 7:2 in favour of clubs</p>	<p>Shifted funding balance to 3:1 in favour of clubs</p>
<p>Create a programme of intra-mural sport</p>	<p>Consulted members on scope for intra mural activity by December 2008</p> <p>Created an initial programme for spring 2009 based on consultations</p>	<p>Consulted members on scope for intra mural activity by December 2008</p> <p>Created an initial programme for spring 2010 based on consultations</p>	<p>Run an intra-mural programme across Semesters 1 and 2</p> <p>Test participant satisfaction with programme and make amendments for</p>

	<p>Evaluated initial programme and proposed an autumn winter programme for 2009/10</p> <p>1% of members having participated in the initial programme</p> <p>NOT ACHIEVED DUE TO START DATE OF NEW STAFF – INSTEAD WILL HAVE:</p> <p>Created a method of consultation to gauge the scope of intra mural leagues</p> <p>Established potential venues and facilities to run the leagues</p>	<p>Evaluated initial programme and proposed an autumn winter programme for 2010/11</p> <p>1% of members having participated in the initial programme</p> <p>60% of participants giving positive feedback about the initial programme</p>	<p>2011/12</p> <p>2% of members participating in the programme</p>
<p>Create a “Give It A Go” programme to broaden the diversity of student activities and offer pay as you go opportunities to pursue extra curricular interests</p>	<p>Reviewed Give It A Go offerings at other Unions</p> <p>Consulted with members on levels of interest</p> <p>Created an initial programme for spring 2009 based on consultations</p> <p>Evaluated initial programme and proposed an autumn winter programme for 2009/10</p> <p>1% of members having participated in the initial programme</p> <p>NOT ACHIEVED DUE TO START DATE OF NEW STAFF, FIRST 2 POINTS ACTIONED</p>	<p>Created an initial programme for September 2009 based on consultations</p> <p>Run a Give it a Go programme across semesters 1 & 2</p> <p>Evaluated initial programme and tested participant satisfaction with the programme and made refinements for 2010/11</p> <p>1% of members having participated in the initial programme</p>	<p>2% of members participating in the programme</p> <p>To have investigated additional methods of funding for the Give it a Go programme</p>
<p>Create a tier of “student activity programmes” with enhanced funding and staff support based around activities that enhance the sense of campus community</p>	<p>TARGETS SHIFTED TO 2009/10 DUE TO START DATE OF NEW STAFF</p>	<p>Consulted with members to identify the activities for enhanced funding based on contributions to the Union’s values and campus community life</p> <p>Identified a minimum of 3 “activity programmes”</p> <p>Drawn up an operating plan for each activity</p> <p>Allocated an appropriate budget to the selected activities</p>	<p>Supported the achievement of each activity’s operating plan</p> <p>5% of members able to identify a “student activity programme” when surveyed</p> <p>2% of members joining the selected “activity programmes”</p> <p>Surveyed members over the impact of each activity programme, and used the results to develop the 2010/11 plan</p> <p>Expanded the selection to 5 programmes</p>

		Identified appropriate KPIs	for 2010/11
Create an Activities Project Fund for clubs and societies to bid into to finance one-off events	<p>Established a budget pot</p> <p>Created a bidding process and allocation criteria designed to reward activities that enhance the Union's values, build connections with members and increase the sense of campus community.</p> <p>Allocated funds to the successful bids</p> <p>Evaluated the impact of the projects</p> <p>1% of members when surveyed able to identify a Project Fund activity</p> <p>NOT ACHIEVED DUE TO START DATE OF NEW STAFF, FIRST 2 POINTS ACTIONED</p>	<p>Refined the bidding process and allocation criteria</p> <p>Held a two rounds of bids and allocated funds to the successful projects</p> <p>Allocated funds to the successful bids</p> <p>Evaluated the impact of the projects</p> <p>1% of members when surveyed able to identify a Project Fund activity</p> <p>1% of members when surveyed able to identify a Project Fund activity</p>	<p>Refined the bidding process and allocation criteria</p> <p>Held a third round of bids and allocated funds to the successful projects</p> <p>Evaluated the impact of the projects</p> <p>2% of members when surveyed able to identify a Project Fund activity</p>