

The Sheffield Hallam Students' Union Strategic Plan 2020 to 2025

Mission:

We are here to support the advancement of education of students at Sheffield Hallam University by:

- Being the recognised representative channel between students and Sheffield Hallam University and any other external bodies
- Promoting the interests and welfare of students at Sheffield Hallam University during their course of study representing, supporting and advising members
- Providing opportunities for students to socialise, develop cultural awareness and debate issues, to enhance their personal development

Vision: By 2025 we will be known nationally for:

- delivering outstanding representation
- creating strong vibrant student communities
- generating student learning and employment through regional community engagement
- motivating students to stand up for their rights and wellbeing

The Organisations Values

As an organisation we value: Passion; Honesty; Dedication; Innovation; Diversity

How we will work together

- We will care about each other
- Students will always come first
- Diversity is always celebrated
- We embrace challenge and feedback
- We get stuff done
- We are bold and push boundaries
- Excellence is the standard

Strategic Themes and Objectives:

Representation Union (delivering outstanding representation)

Students told us:

- 62% said academic representation should be the Students' Union's number one priority (Strategy Survey 2020)
- 73% of students said they wanted the Students' Union to have a strong physical presence in their Faculty (Strategy Survey 2020)
- Only 55% agreed that the Students' Union represents their interests (Strategy Survey 2020)

By 2025 we will have:

- Won a national award for our approach to student representation
- Increased the number of students who agree that the SU represents their academic interests from 55% to 75% in 2025 (NSS)
- An 85% satisfaction rate amongst students with the student representation system (NEW)
- Achieved an 80% awareness level amongst students that the Students' Union is responsible for student representation at Sheffield Hallam University (NEW)

Strategy

1. Develop in partnership with the University a new approach to academic representation that strengthens the advocacy role the Students' Union is here to provide for students.
2. Create a strong brand for Academic Representation and the student representatives who deliver it.
3. Agree and deliver a five year action plan for establishing representation as the flagship activity of the Students' Union.
4. Effective support of the Officers and other student reps to facilitate positive working relationships with University staff and delivers successful outcomes for students
5. Establish a Student Union physical presence in high footfall areas across campus promoting the representation and support functions to students.
6. Deliver a digital system/tool to collect student feedback and collate information that will enable our student representatives to have timely, credible data to influence Union and University decision making.
7. Provide a tracking system for students to see the progress of their feedback and outcome to improve transparency and SU responsiveness.
8. Create a systematic and effective communications plan to report back actions taken as a result of representation issues being raised and deliver a programme of campaigns to support the collective issues being raised across campus.

Digital Development

- A digital system to support the delivery of student representation to collect, collate and track student feedback and encourage participation.
- Create a representation portal linked to the Students Union App

University Transforming lives strategy

- Shaping futures: Deliver consistently outstanding teaching/Hallam model

Dependent on:

- University agreeing to change their approach to student representation
- Consistency of approach from the SU and University across colleges/departments
- Space for the SU in high footfall areas

Community Union: Bringing students together (creating strong vibrant student communities)

Students told us:

- 39% of students agree that the Students Union (Association or Guild) has had a positive impact on my sense of belonging to the University or college: (NSS 2019)
- 82% said that being part of a community at university is important to them - Course/subject/research area was the most important community to students (Membership Services Survey 2019)
- Societies (student societies for academic or personal interests) were in the top 5 services students would like their Students' Union to provide. (Membership Services Survey 2019)
- 64% of students agree that the SU should provide opportunities to connect with other students (Membership Services Survey 2019)

By 2025 we will have:

- An increase in the number of students who agree that the Students Union (Association or Guild) has had a positive impact on my sense of belonging to the University or college: 60% in 2025 (NSS 2019 - 39%, 2018- 37%, 2017 – 34%)
- Academic societies established for 70% of subject areas
- 85% of students agreeing that 'the Students' Union creates a sense of fun and provides activities that I want to get involved in' (NEW)
- A 50% increase in Give It A Go attendees (internal data)

Strategy

1. Create a College focused Students' Union Engagement Team that create fun, relevant and bespoke activities in colleges. The team will promote other SU activities and key campaigns.
2. Streamlined, friction free process for setting up societies and creating events
3. Work in partnership with the University to generate a programme of activity and events to support the delivery of an excellent student experience
4. The range of activities and societies will have a greater self-service element via a digital solution to engage those students who are part-time, time poor and commuters.
5. A digital solution will facilitate the communication between student communities via forums and group chat to generate high levels of engagement, debate and information sharing
6. Creating and supporting work placements and employment opportunities to deliver this theme
7. Developing a leadership programme within societies to develop critical skills for employment
8. Creating an inclusion fund for students who are identified in the University's Access and Participation Plan to enable them to participate in societies and activities
9. Standardised support/processes across societies, volunteering projects and liberation groups
10. Design and deliver a new and expanded Give It a Go offer

Digital Development

- A CRM system – integrated with internal systems and external platforms
- Create a student communities portal linked to the Students Union App
- Internal communications/project management system e.g. Click-Up, Trello, Microsoft teams to enable multidisciplinary teams, multi-site working, conference calls, virtual meetings
- Digital room booking system

University Transforming lives strategy

- Shaping Futures/retention
- BAME Attainment strategy
- The Hallam Model
- The Highly Skilled Employment agenda
- Access and participation plan

Dependent on:

- Successful adoption of the Hallam Model across the University
- Space for the SHSU in high footfall areas

Employment and Civic Union (generating student learning and employment through engaging with the regional community)

Students told us:

- 40% of students agree that the Students Union has had a positive impact on the local community (NSS)
- 82% said it's important that their Students' Union plays a significant role in contributing to the local community
- 84% believe volunteering can give them the skills to enhance their career prospects
- 69% want to make a positive contribution to the city region whilst they're at University
- Paid work and training sessions (skills development) are in the top 5 services students would like their Students' Union to provide.

By 2025 we will have:

- An Increase in the percentage of students who agree that the Students Union has had a positive impact on the local community from 40% 2019 to 60% by 2025 (NSS 2018 39%, 2017 36%)

- An increase in the number of students who work for the Students' Union to a level where 70% of the Student Union workforce are students (currently 56%) (NEW)
- A rating of good to excellent by 80% of the Charities involved in the service we provide to the Sheffield City Region Charities (NEW)
- Achieved a 25% increase in the number of students volunteering through SHSU - currently 1,600 for 2020 (Internal data)

Strategy

1. Create a staffing structure for the Students Union that offers more opportunities for students to get part-time work, work experience, placements and internships. This would be supported by a programme of development through induction, regular skills development check-in sessions, and on-line training programme
2. Support the University's Highly Skilled Employability strategy by providing opportunities for students to develop skills linked to the graduate attributes and the Hallam Award
3. Establish the SU as a broker between the Charity Sector in the Sheffield City Region and Sheffield Hallam students for work experience; placements; jobs; research projects; volunteering opportunities
4. Launch a Student Community Action Programme working with disadvantaged communities in the region. Students that take part in these community action projects will have the opportunity to log their skills and work towards a Community Action Award
5. Form a Charity/Students Union Development Board to identify the key social issues and identify social action projects for student involvement. Members of this group will also act as industry mentors to students on the Students' Union Skills Development Programme.
6. The Board would be a mix of local and regional charities advice on the skills development programme provided by the SU to support students taking part and agree the criteria for the following programmes:
 - Becoming a Civic Leader
 - Social Action Campaigning
 - Community Action and engagement
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7. Create an on-line portal to bring students and charities together to promote volunteering, work experience/placement opportunities, internships, discussion/debate, skills development awards, projects, employer profiles and other civic activity
8. Develop a student skills sharing app to allow students to swap their talent/skills to benefit research projects, ideas creation, delivering events. There would also be a virtual "makers" area of the app to where students with common interests, such as computers, technology, science, digital art, or electronic art, can form groups, socialize and collaborate

Digital Development:

- A student employment and volunteering portal linked to the Student Union App
- Internal communications/project management tool e.g. Click-Up, Trello, Microsoft Teams
- A CRM system – integrated with internal systems and external platforms

- Internal communications/project management system e.g. ClickUp, Trello, Microsoft teams to enable multidisciplinary teams, multi-site working, conference calls, virtual meetings
- Develop a skills sharing app and a virtual makers area for students to share skills and ideas

University Transforming Lives Strategy:

- Shaping Futures/employability
- HSE strategy
- The Hallam Model
- The Hallam Award

Dependent on:

- An agreement with the University that the Students Union facilitates all volunteering opportunities across the University
- The University continuing to support the Hallam Award

Student Rights and Wellbeing Union (inspiring students to stand up for their rights and wellbeing)

Students told us:

- 45% of students disagreed with the statement "The Union effectively represents students academic interests" (NSS Survey 2018/19)
- 33% of students disagreed that the Students' Union stands up for student rights (Membership Services Survey Jan 2019)
- 82% said they were concerned about money issues (Membership Survey Jan 2019)
- 77% said they were concerned about their academic achievement (Membership Survey Jan 2019)
- In the list of the top five services students would like the Students' Union to provide were:
 - Helping you to look after their wellbeing and emotional support
 - Providing advice on topics that affect students eg funding, housing, university regulations

By 2025 we will have:

- An increase in the number of students who agree that the Students' Union represents their academic interests from 55% to 75% in 2025 (NSS)
- Established the Students Union as an organisation that "stands up for student rights" with 75% of students agreeing with the statement, currently only 33% agree. (Membership Survey Jan 2019)

- Increased the number of students who are aware that the Students' Union has an Advice Centre, from 68% currently to 85% in 2025 (Membership Survey Jan 2019)
- 80% of students associating the Students' Union as a place to go for support with their wellbeing currently 50% (Strategy Survey 2020)

Strategy

1. Establish a physical presence in high footfall areas across campus for the Student Union Advice Centre promoting the representation and support functions to students
2. Work with the University to create a comprehensive and co-ordinated student support system for students who need it with a specific focus on mental health
3. Develop a clear, simple, comprehensive and responsive digital self-help resources on a range of issues relevant to the student experience
4. Establish a full online 'student life guide' (working title) that is a quarterly publication to raise awareness amongst students of their rights for example in employment and consumer issues with useful information about living in the City
5. Expand the range and knowledge of topics currently being covered by the Advice Service, including employment/ placements, and consumer issues
6. Targeted support for students in those demographic groups most likely to experience worsened wellbeing as a result of being at University
7. Professional welfare support on a referral basis from the Advice Centre particularly focussed on students who have not otherwise accessed professional support services or who may need some additional assistance to continue doing so
8. An effective, responsive process whereby research and student feedback, advice service case work, professional expertise and experience, and dedicated monitoring of current affairs facilitates strong negotiation by elected representatives
9. Provide active support for the Healthy Hallam, Healthy Future - Student Wellbeing Programme directed by Claire Gandy
10. Establish a system of student peer service/networks to support the University Student Wellbeing Programme.

Digital Development

- Overhaul of digital content and develop a system to build improved content with a focus on delivering a regular publication on-line
- Regular reporting of digital data analytics to drive improvement
- Create an Advice Centre/Student Rights/Wellbeing portal linked to the Students Union App
- Feedback/discussion system for students to raise ideas, comment and the Students Union to report back and inform
- Frictionless digital system to deliver the Student Advice Centre on-line

University Transforming Lives Strategy

- Shaping futures /teaching quality /retention

- Healthy Hallam, Healthy Future - University Student Wellbeing Programme and Mental Health Charter
- Access/Participation Plan

Dependent on:

- Enhanced provision of student data from the University to get demographic info for targeted support work

The strategic themes will be supported by:

A strong, vocal and democratic Union (co-creating with students and involvement in decision making)

Students told us:

- 78% of students said it was important to be involved in Students' Union decision making.
- 54% of students want to influence decision making through Elections and Referenda.
- 52% of students felt that taking part in SU Elections is an important part of being a student.

By 2025 we will have:

- 7,000 voters in March 2025 Election (21% of the student population currently 10%)
- An 40% increase in the number of students standing for the Autumn and Spring Union elections
- 75% of the student population agreeing they understand how the SHSU is run (Membership Survey 2019 43% currently)
- 75% of the student population agreeing the Students Union is open about how it makes decisions (Membership Survey 2019 47% currently)

Strategy

1. Deliver a marked increase in election engagement and turnout using a new digital solution and a more effective marketing and communications strategy
2. Implement an agreed structure for clear communication and decision making between College Executives, Union Council and the Trustee Board
3. Introduce a Union 'Executive' meeting to ensure changes to representation are embedded in the Students' Union governance structures
4. Engage the whole of the student body in determining priority campaigns throughout each year and establish an Inclusion Campaign Group with an elected Chair and Committee
5. To ensure a representative cross section of students are involved in all political decision making, the Chair of the Inclusion Campaign Group will be a member of the Union Council
6. Produce an Inclusion Action Plan to support the changes needed within the Students' Union, to educate students and staff about the issues and to lobby the University for change

7. Introduce a digital solution for gathering student ideas and issues to inform policy
8. Review the role, membership and procedures of Union Council and establish a new model that reflects the students it represents, takes effective decisions and demonstrates a high standard and level of engagement
9. Deliver a annual communications plan to promote the work of Officers, Students Reps, Union Council and Trustee Board
10. Develop an effective Code of Conduct for all Student Representatives, Union Council members and Trustee Board members
11. Agree a new Articles of Governance/Constitution to reflect the changes in this strategic plan, the incorporation of the organisation, separate out the bye laws from the Articles to allow greater flexibility for changes
12. Review the recruitment and induction process for all trustees, and deliver a programme of training and development to enhance their skills
13. Develop an on-going recruitment campaign for Trustee Board members and ensure the Board has a diverse demographic profile of members
14. Confirm the University Board of Governors approval of the thirteen recommendations that are outstanding from the Atkinson Governance Review, continue to lobby the University regarding the co-chair arrangement of the Trustee Board, and implement the agreed changes

Digital Development:

- Establishing a system for voting that is easy to use and accessible
- Create a digital solution for capturing student ideas, develop issues to form policy and translate into services. To include functionality such as petitions, up voting, policy ratings
- A 'vote-match' style app to assist students in decision making

University Transforming Lives Strategy:

- Shaping Futures/retention
- BAME Attainment strategy/representation

Dependent on:

- University/Union agreeing to an improved approach to student representation
- Partnership approach with the University to promote Elections

Rapid Research and Insight

Students told us:

- 67% of students say the Students' Union stands up for student rights (Membership Services Survey 2019)
- 64% of students say the Students' Union listens to what students want (Membership Services Survey 2019)

- 62% of students agree that the Students' Union represent the views of students to the University (Membership Services Survey 2019)

By 2025 we will have:

- 85% of the student population agreeing the Students' Union listens to what students want
- Established the Students' Union as an organisation that understands the needs of students by 75% of students agreeing with this statement (NEW)
- 75% of the student population agreeing that the Students' Union represents the views of students to the University
- A annual programme of research/insight that the University values and has resulted in positive change for students (NEW)
- Applied the Market Research Society Standards to all the Students' Union research projects

Strategy

1. Implement a programme of research and insight work that ensures our strategy is delivering what students need and rooted in evidence.
2. Create reports, insight bulletins and an information bank that provide strong and clear knowledge of what our students want, packaged in a format that is accessible to students and partners.
3. Create a system for capturing the issues that come in through Students, Officers, Reps, Advice Centre, local and national research and other sources that are quickly translated into usable data and information to inform the work of the Students' Union and its student representatives.
4. Develop a research 'consultancy' and knowledge bank where we can offer insight/evaluation for the University and other organisations
5. Provide highly skilled student placements in research and insight.
6. Provide research and insight to support the University's Access and Participation Plan and BAME Attainment strategy.
7. Promote the programme of research and the findings from projects/insight to students and the University.
8. Adopt the Market Research Society standards and apply to all research projects

Digital Development:

- Create a Students' Union membership database (CRM system) to have easy access to the student population for research purposes
- Improved data sharing agreement with the University and improved access to SITS
- Clear GDPR processes around use of data
- Link with the digital representation system and other student feedback systems to collate feedback from across the organisation

University Transforming Lives Strategy:

- Access and Participation Plan
- BAME Attainment Gap
- Listening Rooms agenda

Dependent on:

- Establishing a robust system to collate student feedback from various sources
- An effective communications strategy to raise awareness of the research/insight work amongst students and the University

Listening and learning organisation (HR Strategy and general perception of the Union)

Staff told us:

- 26% strongly agreed the Students' Union has a compelling vision (Internal Staff Survey)
- 41% agreed their ideas/opinions are given serious consideration (Internal Staff Survey) 35% strongly agree that the organisation encourages individuals to learn and develop potential (Internal Staff Survey)
- 50% said they are proud to tell people they work for the Students' Union (Internal Staff Survey)

By 2025 we will have:

- 80% of our staff agreeing they would recommend the Students' Union as a great place to work
- 75% of our staff agreeing that the leaders/managers of the organisation support the learning and development of staff
- 80% of our staff agreeing there is a clear vision for the organisation
- 80% of our staff agreeing they feel listened to by the leaders/managers of the organisation
- Achieved Investors in Diversity Accreditation

Strategy

1. Implement a series of changes through a robust HR strategy and Culture Change Programme that facilitates the learning and development of its staff to allow the organisation to continuously adapt and transform itself.
2. Provide the resources to implement the HR strategy.
3. Continue the work to achieve Investors in Diversity and actions from the inclusion strategy determined by the Student Officers.

4. Adopt a unified digital based HR data, internal communications and feedback system that supports the development of our people and the organisation as a whole.
5. Create a great place to work through embedding our agreed cultural values through recruitment and performance management.
6. Establish a shared vision across the organisation and assist staff to understand their part in delivering it.
7. Create a learning and development plan to develop effective teams who work and learn together.
8. Agree a framework for how the HR Committee will work and clear guidelines for decision making.
9. Develop and implement an internal communications plan to improve staff communication across the organisation.
10. Establish a dashboard of key indicators for monitoring the impact of the HR Strategy and implement a programme for capturing data and staff feedback.
11. Support the Staff Wellbeing Group to deliver an agreed plan of activity to nurture staff wellbeing

Digital Development:

- A unified digital based HR data, internal communications and feedback system that will support the development of our people and the organisation as a whole. The system should facilitate:
 - Collaborative working;
 - Innovation through sharing and discussing ideas;
 - Ways of listening to our people
 - Facilitate the communication of our shared vision and other internal communications
 - Knowledge Sharing (Team Learning)

University Transforming Lives Strategy:

- Highly Skilled Employment Agenda
- Civic engagement agenda - recruitment of staff from the local region

Dependent on:

- The successful recruitment of an HR Manager at the right salary level
- The resources and systems being available to deliver a programme if internal communications

Digital first strategy

Students told us:

(Through stakeholder focus group research 2020 and Strategy 2025 Student Survey)

- The Students' Union is slow to respond
- Engagement with the Students' Union is front-loaded with everything available in the first term and very little contact after that
- The Students' Union needs to be more visible across the whole campus and engage with the whole student population not just an engaged minority
- No clear process for students to feed back
- The importance of friendship and dealing with loneliness / exclusion was core to each conversation
- When asked, all groups said they thought a Student Union app would be a great idea and would help them engage

By 2025 we will have:

- A digital first approach that delivers quick frictionless touchpoints, processes, and service delivery
- A CRM database that generates accurate data about the Students' Union membership
- Digital solutions to facilitate the building of student communities and brings students together to socialise, debate and discuss
- Digital solutions to support the strategy outlined in the themes listed above
- A digital system to listen, capture and respond to student/staff feedback and ideas

Strategy

1. Adopt a "Digital First" approach to service delivery and organisational development to be embedded in the Students' Union planning and development processes.
2. Deliver the digital requirements identified to successfully deliver the themes and enablers of the 2025 strategy
3. Create a strong IT infrastructure for the Students' Union and work with the University to ensure there is a reliable, consistent operating system
4. Develop data management processes and systems to generate a better understanding of who are members are with the aim of producing better targeted support and communications
5. Introduce a digital skills development programme for staff
6. Review suitability, impact and efficacy of the Students' Union website and take action to establish a better solution
7. Source and install a suitable and accessible finance system to replace the current system that links all areas of the organisation with an extensive reporting function

8. Create a system that generates accurate and easily accessible management information for finance reporting, user data, marketing impact data and a KPI dashboard function. This will require sourcing or developing a data aggregation platform which provides oversight of KPIs against individual services
9. Produce and implement a plan to maximise advertising and sponsorship opportunities via digital channels and platforms

University Transforming Lives Strategy:

Building a great University

Dependent on:

Funds being available to invest in the Digital First strategy and IT systems development

The University supporting our digital vision and giving it a level of priority that matches the speed of change the Students' Union needs to make

Strong Brand and effective communication

Students told us:

(Through stakeholder focus group research)

- The Students' Union brand lacks impact and not distinctive enough from the University brand in terms of colours and style
- It is confusing what the Students' Union stands for and what its personality is
- The Students' Union identity is too conservative
- The language and tone of the Student Union communications can pose a barrier, terminology used in content can alienate the audience
- Communication from the Students' Union is seen as giving information rather than selling the benefit of the service to students, the messaging needs to be targeted to specific groups
- The logo looks and feels dated, it doesn't reflect the young audience

By 2025 we will have:

- Increased the number of students who agree that the SU represents their academic interests from 55% to 75% in 2025 (NSS)
- An increase in the number of students who agree that the Students Union (Association or Guild) has had a positive impact on my sense of belonging to the University or college: 60% in 2025 (NSS 2019 - 39%, 2018- 37%, 2017 – 34%)
- An Increase in the percentage of students who agree that the Students Union has had a positive impact on the local community from 40% 2019 to 60% by 2025 (NSS 2018 39%, 2017 36%)

- Established the Students Union as an organisation that "stands up for student rights" with 75% of students agreeing with the statement, currently only 33% agree. (Membership Survey Jan 2019)
- Significantly increased engagement levels across the web platform and all social media channels

Strategy

1. Review the effectiveness of our current approach to marketing and communications to identify return on investment and compare to other Student Unions
2. Continue to work in partnership with the University Marketing and Communications teams to ensure the Students' Union is seen as a fundamental part of the University offer
3. Establish a visible presence in high footfall areas across campus to support the roll out of the Officer College model
4. Undertake a brand review to establish a new brand proposition and new logo/design approach
5. Building on the brand review, the Students' Union will adopt new core messages to underpin the new brand personality and begin to roll out the new brand strategy from September 2021
6. Students are heavy tech users and don't consume text-heavy information, the Students' Union approach to its communication will favour images and video for quick access to content.
7. All communications will be designed to reflect 'Digital First' approach and guide students to using new technologies / touchpoints
8. Review the suitability and efficacy of the current website platform (MSL) and CRM approach and identify a suitable solution to deliver a website that supports the needs of the organisation in terms of data capture, and is friction free for the user
9. Build a system for capturing data about how our membership interacts with the Students' Union and use it to inform our strategy and tactics. This will begin with creating a membership activation process for September 2020
10. Establish a KPI dashboard to measure the impact and return on investment of the Students Union marketing and communications strategy over the five year strategy

University Transforming Lives Strategy:

Building a great University

Dependent on:

Funds being available to invest in the Digital First strategy, IT systems development and Brand review

Close working relationship with the University Marketing and Communications teams

Sustainability - Environmental and Financial

Environmental

Sheffield Hallam Students' Union recognises its responsibility to ensure sound environmentally and socially responsible operational practice in all its activities. It will strive to achieve this by:

By 2025 we will have:

- Agreed a new Environmental and Sustainability strategy that is promoted to students, staff and the University
- Reviewed our commitment to the NUS Green Impact Scheme to assess if it is still relevant
- Explored other schemes that might be appropriate to guide our sustainability strategy
- Worked with the University to support their Environmental Sustainability strategy

Strategy

1. To develop and agree a new Environmental and Sustainability strategy for the Students' Union that reflects the views of students and supports the University's policy
2. Support the ability of students and staff to reduce their negative and increase their positive impact on the environment.
3. Raise awareness amongst students and staff of the issues relating to ethical and environmental sustainability
4. Create a system to monitor and record our environmental impact so that the Students' Union can identify areas of improvement and action is taken to address the issues.
5. Confirm our compliance with all the current environmental legislation, identifying and minimising impacts from significant environmental aspects and aiming to meet environmental best practice wherever possible
6. Deliver training to staff, Officers and volunteers in our new Environmental and Sustainability strategy

Transforming lives:

- Building a Great University

Dependent on:

- The Hubs building and the ability to make any changes to support the strategy

Financial

In common with the University and the HE sector, the Students' Union faces financial challenges though fixed income and rising costs; to be able to achieve financial sustainability and to continue to invest in the Students' Union development. We will need to achieve significant efficiencies over the next two years, continuing to do more with less resource and reviewing non-viable aspects of the

Students' Union operation to achieve financial and operational stability that allows for investment in the strategic development into 2025 outlined above.

The Digital First environment is important in this context. Through this we will create an agile, flexible and efficient physical and digital environment that supports our ambitions whilst also improving long term performance and efficiency and reducing operating costs.

By 2025 we will have:

- Developed effective and efficient services, infrastructure and operations through our Digital First strategy
- Create a staffing structure that reflects the new strategy for 2025
- Delivered a commercial strategy that makes a positive contribution to the Students' Union offer and generates a surplus through collaboration, partnerships and outsourcing
- Maintained the required level of reserves as determined by the Students' Union reserves policy
- 70% of students agree that the SU provides opportunities for students to have a vibrant social life

Strategy

1. Produce five year projections to look at the cost of delivering the new strategy and take action to address any projected deficit.
2. Develop long term partnerships to provide services and social activity for students to include:
 - Sheffield Students' Union: Joint working around promoting their events and club nights to Hallam students and working on new projects involving City wide organisations to benefit all students for example the City Taxi Food Union
 - City Life: Continue the Hallam Nation Partnership and negotiate new City wide deals with other venues for example the Leadmill
 - Hallam University: continue the collaboration work being undertaken with the University Commercial Services
3. Develop a links with Hospitality courses to provide hands on work experience for students and part time work opportunities relating to events.
4. Student driven events will be the only live events we will support.
5. Review online merchandise shop with a view to improving user experience and order process to increase sales. This includes exploring outsourcing options.
6. Source digital solutions to facilitate on line delivery of social events and activity relevant to students
7. Create opportunities through the digital strategy to increase the revenue from advertising and sponsorship.
8. Develop and implement a programme of offers through the year to attract students who are looking for value for money. This can be achieved through approaching well known brands for offers and increasing the sales of the NUS Totum card.
9. Explore the options of generating revenue from the Student Union portfolio of services for example a new pricing structure for Give it a Go events.

University Transforming Lives Strategy:

- Building a Great University
- Shaping Futures/Employability/HSE

Dependent on:

- The impact of the Science Park building work
- The impact of Covid 19