

Leeds University Union

Union Plan 2006 - 2009

This paper went to LUU's Board of Trustees in October. It outlines the areas where the Union has hit its targets, where it is behind schedule and the key targets for the next two years.

2007 Update

How we created the Union Plan

LUU's three year plan has been created based on the thoughts, feelings and opinions of the diverse range of student members studying at Leeds in the academic years 2004/05 and 2005/06.

The plan will run from July 2006 – July 2009 and will be reviewed on a regular basis.

This paper is an update of the plan after its first year in July 2007.

Vision

By 2009 the vibrancy of LUU, the strength of our services and our ability to engage with, motivate and empower all of our members will mean that we are the most effective Students' Union in the country.

Mission

To provide effective representation and a range of member led services that are of consistently high quality and embrace the needs of our members

Values

Democracy
Quality
Responsibility
Diversity
Fun

THEMES OF OUR VISION

A. Representing and empowering our members

What this means:

- More members are involved in making decisions.
- Members feel that LUU is there to represent them on issues which affect their lives as students.
- We identify and work with other key national groups to ensure the voice of our members is heard on a regional and national basis.
- All our stakeholders know that LUU is a campaigning body

To make this happen we will:

A 1. Be a truly legitimate and democratic Union

- Lead Staff member – Aidan Grills, Membership Services and Development Director
- Involved departments – DST/Marketing/IT
- Achieved objectives for July 2007
 - There will have been a turnout of 2000 in the November 2006 referendum and members will have had the opportunity to debate the issues at a big meeting – Achieved turnout was 2996
 - We will have reviewed all LUU literature to ensure that there is no jargon by July 2009
 - There will have been off campus polling stations in areas such as LS6 and Weetwood for the March 2007 elections – amended – any computer anywhere in the world is now a polling station so this objective is now delivered.
- Amended objectives for July 2007
 - We will have reviewed the Sabbatical elections and the revised rules will have been implemented by March 2007 – amended to January 2008
 - We will have developed and expanded candidates' briefings – amended to January 2008
 - Online voting for the Sabbatical elections will have been introduced by March 2007 – achieved by May 2007
- Behind target for July 2007
 - There will have been a turnout of 1500 in the March 2007 Union Council and NUS Conference elections – Failed -

turnout was – NUS election 1358 / UC election 1327 – gap is only small so targets do not need to be revised

- There will have been a turnout of 4500 in the March 2007 Sabbatical elections – 3278 achieved, amended 4500 target for March 2008
- 30% of members will understand how decisions are made in the Union – 24% achieved, amended 30% target for January 2008
- By July 2008
 - There will have been a turnout of 3500 in each of the two referenda in 2007 /2008
 - There will have been a turnout of 4500 in the Student Executive selections with all positions to be contested by a minimum of three candidates
 - There will be a turnout of 2000 in the NUS Conference and Union Council elections
 - 30% of members will understand how decisions are made in the Union by January 2008
 - Online voting will be used in all cross campus elections and referenda and of those that vote at least 30% will do so online
- By July 2009
 - All cross campus elections/referenda will take place on line as well as via the ballot box and of those that vote at least 60% will do so online
 - All policy will be made/changed through referenda and big meetings will be held for debates
 - There will be a turnout of at least 20% of the student population (6600 based on 2005/06 student numbers) in elections and referenda
 - 40% of members will understand how decisions are made in the Union

A 2. Represent our members in key areas of student life

- Lead Staff member- Aidan Grills, Membership Services and Development Director
- Involved departments – DST/Student Advice/Student Activities/
- Achieved objectives for July 2007
 - There will be more support for Officers on central University committees

- There will be a community strategy with priorities identified to include reference to local government and local MPs
 - We will offer training and banking services to JCR Committees in Halls
 - 30% of all course reps will be trained by LUU
- By July 2008
 - We will introduce the Union Community Rep system with 10 reps working in designated areas of Leeds
 - We will develop the landlord feedback programme to improve landlord's behavior by December 2007
 - We will support JCR's with their entertainment programme for Intro and will continue this support throughout the year via an LUU development worker
 - 45% of all course reps will be trained by LUU
 - Establish Service Level Agreement for course representative with the University
 - 30% of members will be aware they have a UAR in their faculty
 - 25% of members will know how to contact their UAR
- By July 2009
 - The community strategy will have been implemented
 - There will be improved links with Leeds City Council and local MPs
 - JCR Committees will be fully integrated into the support and communication tailored to student-led groups
 - 70% of all course reps will be trained by LUU
 - Course reps will be as effective as Union Academic Reps (UARs)
 - 40% of members will be aware they have a UAR in their faculty
 - 30% of members will know how to contact their UAR

A 3. Make LUU campaigns more effective

- Lead Staff member – Ben Vulliamy – Campaigns & Democracy Support manager
- Involved departments – DST/Marketing
- Achieved objectives for July 2007
 - We will have employed a new staff member to make LUU campaigns more effective

- We will have reviewed the Assembly structure to include the support for Assembly Chairs and implemented the findings
- Amended objectives for July 2007
- All of the following objectives revised to be delivered by July 2008 following implementation of the campaigns framework:
 - We will have a coordinated approach to campaigning
 - We will be telling our members about campaign successes
 - There will be formal evaluations of the effectiveness of all campaigns
- Behind target for July 2007
 - Members will be able to see the outcomes of all campaigns
 - We will be telling our members about campaign successes
 - 30% of members will be able to identify an LUU campaign – 16% achieved, amended 30% target for January 2008
- By July 2008
 - 30% of members will be able to identify an LUU campaign
 - We will develop our communication to other stakeholders to ensure they view us as a campaigning body
 - We will have a coordinated approach to campaigning
 - We will be telling our members about campaign successes
 - There will be formal evaluations of the effectiveness of all campaigns
 - All Assemblies will have membership groups (physical and virtual) and clearly identified campaign priorities reported back to Union Council
- By July 2009
 - 55% of our members will be able to identify an LUU campaign
 - 20% of non-member stakeholders will view LUU as a campaigning body
 - Union Council and Assemblies will be the hub of campaigning activity
 - All Assemblies reporting campaign activity with outcomes
 - All Assemblies reporting membership increases by 10% year on year
 - Union Council meetings well-attended and reported to the membership

B. Listening to and informing our members

What this means:

- Members have more control over the information they receive and feel informed about the things that affect their student life.
- Members don't have to come into the LUU building to use our services
- We know what our members want and we're delivering it

To make this happen we will:

B 1. Communicate with members what they want, when they want, how they want

- Lead Staff member – Kim Somerville, Marketing Manager
- Involved departments - Marketing/Facilities/IT/Reception/DST

- Achieved objectives for July 2007
 - Phase one of the online database will have been in place since September 2006
 - A new web site will have been launched in September 2006 with a dedicated staff member in post to ensure that all information is up to date and relevant
 - There will be a one stop central information point in the LUU building

- Amended objectives for July 2007
 - The Communications strategy will have been finalised and the first stage will have been implemented – Complete for September 2007
 - We will have trained and promoted Union Academic Reps (UARs) and course reps so they can effectively promote LUU in their faculties – They are trained and will be promoting LUU in 2007/2008

- By July 2008
 - We will be working towards coordinated department communication plans
 - We will audit all our communication and work out what we need to alter to meet Disability Discrimination requirements
 - 65% of members will feel sufficiently informed
 - 30% of members will be using the website on a weekly basis
 - 50% of members will regularly read the Gist
 - We will form a central information team to coordinate information in the building and online

- By July 2009
 - There will be a fully functioning online database
 - Department communication plans will be in place by September 2008
 - The communications strategy will have been implemented across all of LUU
 - 75% of members will feel sufficiently informed
 - 70% of members will use the website on a weekly basis
 - 70% of members will regularly read the Gist

B 2. Extend visibility across campus and beyond

- Lead staff member – Peter Hartland, Resources Director/ Kim Somerville, Marketing Manager
- Involved departments – Marketing/Facilities/Events
- Achieved for July 2007
 - There will be information points in University halls (Kim Somerville)
 - Leeds Student and The Gist will be available in Headingley and Hyde Park (Kim Somerville)
- Failed for July 2007
 - We will have appraised the options for the LS6 development and we will have explored collaboration with Leeds City Council – under development but not finalized (Peter Hartland)
 - There will be information points across campus – amended to July 2008 (Kim Somerville)
- By July 2008
 - There will be information points in private student accommodation by January 2008 (Kim Somerville)
 - We will have appraised the options for the LS6 development and we will have explored collaboration with Leeds City Council or other partners, making recommendations to the Board (Peter Hartland)
- By July 2009
 - We will have a presence in LS6 (Peter Hartland)
 - There will be information across the city (Kim Somerville)

B 3. Find out what members want for the future of the Union and inform them of our plans

- Lead staff member – Kim Somerville, Marketing Manager
- Involved departments – Marketing

- Achieved objectives for July 2007
 - We will be feeding back to members what has happened with their suggestions and input into market research via a “you said we did” campaign
 - We will be informing our members of major future changes in LUU and encouraging comments via the complaints and suggestion scheme
 - We will be updating members on the progress against this plan

- By July 2008
 - We will continue to update members on the progress against this plan
 - 50% of members will feel sufficiently informed about changes and developments in the Union
 - 60% of members will feel they are given the opportunity to feedback their ideas and suggestions and 40% will feel the Union listens
 - We will re launch the complaints and suggestions scheme with more focus on ideas and suggestions

- By July 2009
 - We will continue to update members on the progress against this plan
 - We will have conducted a strategic review leading to the new Union Plan
 - 70% of members will feel sufficiently informed about changes and developments in the Union
 - 70% of members will feel they are given the opportunity to feedback their ideas and suggestions and 60% will feel the Union listens

C. Making University life easier for our members

What this means:

- We provide a safe environment for our members
- Our members are aware of steps they can take to ensure their own safety
- Our members are better able to deal with debt

To make this happen we will:

C 1. Make our members feel safer

- Lead Staff member – Aidan Grills, Membership Services and Development Director
- Involved departments – Executive/Student Advice/DST/Security/Marketing/Student Activities
- Achieved objectives for July 2007
 - We will have developed a safety campaign with other stakeholders to include practical advice on personal safety and security, ensuring students understand the real picture on safety issues in Leeds
 - There will be security staff working an extra hour after the building has closed to ensure that members leave safely
 - We will be providing Night bus information (timetable etc.) outside the Union steps
- Amended objectives for July 2007
 - We will be advising students on where not to walk in Leeds – part of new safety strategy will be achieved by September 2007
 - We will be providing information and services to help members get home safely - amended target to July 2008
- Behind target for July 2007
 - There will be “meeters and greeters” at LUU entrances
- By July 2008
 - Through our work on safety there will be a 10% increase in the number of students who always feel safe
 - Through our work on Unit 1421 50% of women and 40% of men will be aware of the recommended maximum units of alcohol
 - We will look to create a buddying style scheme where home based students are matched to international students to support them in Leeds and introduce them to the city

- In partnership with the University we will review and develop a Campus Watch initiative
- We will be leading the Crime Reduction Partnership communications for students across Leeds
- We will make it easier for students to report crime
- By July 2009
 - The safety campaign will have made a real difference to students' lives
 - There will be cultural interpreters linked through volunteering, cultural and religious groups

C 2. Help members manage debt

- Lead Staff member – Diane Pedder, Student Advice Manager
- Involved departments – Executive/Student Advice/DST/Marketing/Joblink
- Achieved for July 2007
 - We will be lobbying the University to employ more students
 - We will have undertaken research into our members financial situation and use these results to guide our strategy
- Amended objectives for 2007
 - We will have developed a strategy to help our members manage debt
- Behind target for 2007
 - We will have a strategy for lobbying on the cap on top up fees with outcomes
 - We will have developed a brand and will provide information and help, including using interactive media, to help our members manage debt.
- By July 2008
 - We will have lobbied local and national government against the removal of the cap on top up fees in preparation for the 09/10 review
 - 1/3 of our membership will identify with our campaign against the removal of the cap on top up fees (measurement currently included in the annual research)
 - We will have a money brand shortly after Intro ready to implement during term one 0708

- As a result of our work on issues around student members' concerns about their current and future debt will not increase
 - We will have developed web pages with information on money saving tips, money management and retail offers within LUU and externally
 - We will have provided targeted information to those members who are most concerned with current levels of debt
 - We will run at least three new activities on the theme of managing money effectively and reducing debt
 - We will identify ways in which LUU can help members gain skills needed to get the best jobs post graduation
 - We will provide information about repaying student loans for students about to graduate
- By July 2009
 - Members will feel less worried about their debt and their future as a result of our information and campaigns

D. Providing key services

What this means:

- Our investment in our building and services means that we have first class venues and services
- 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
- Members don't have to come in to the LUU building to use our services

To make this happen we will:

D 1. Create a building that reflects the vibrancy of our activities

- Lead Staff member – Peter Hartland, Resources Director
- Involved departments – Facilities

- Failed objective for July 2007
 - There will be a master plan for the development of the building agreed and the first phase will have commenced in June 2007 - some detailed plans for phase 1 development in LUU Foyer and Entrance were deferred(after consideration) to allow a more detailed review of needs and options - ready for 2008

- By July 2008
 - The costed master plan for development of the building will have been presented to the Board together with a timetabled programme of development from summer 2008

- By July 2009
 - The second phase of the building review will be commencing

D 2. Make it easier for members to use the Union services

- Lead Staff member – Jackie Berry, Commercial Services Director
- Involved departments - All services/Marketing/Facilities/

- Achieved objectives for July 2007
 - We will have reviewed what services can be used online and agreed a way forward
 - There will be a one stop central information point

- We will have reviewed the way that the LUU building is used and the times that the services are open, and we will have made the necessary changes. – Under continual review to maximize trading opportunities and access to our services for members
- Amended objectives for July 2007
 - There will be new signage introduced around the LUU building – installed by August 2007
 - A map of the Union building will have been produced and distributed – this will be distributed to new students halls of residence by September 2007
- Behind target for July 2007
 - We will have selected appropriate services to be provided around campus
- By July 2009
 - There will be key services in more prominent locations
 - We will offer services online where appropriate e.g. joining a society

D3. Ensure that services are relevant to the wider and diverse membership

- Lead Staff member – Lesley Dixon, Chief Executive
- Involved departments – all departments
- Achieved objectives for July 2007
 - We will have completed a diversity audit and agreed an action plan
- Amended objectives for July 2007
 - We will have met with members from the Disability Assembly and will have talked to them about access problems so we can make sure we get it right – No developments have taken place since the plan launched, communicating with disabled members will happen as an automatic part of any development
- By July 2008
 - We will install a new lift in Mine to ensure easier access by September 2007
 - We will develop an alcohol free café in summer 2008

- We will incorporate daily check of all disability access lift systems to ensure the overall accessibility and cleanliness of the areas
- We will install voice over internet programmes, multilanguage and accessibility on public access computers to enable international students to make calls to home
- By 2009
 - We will achieve Investors in Diversity
 - We will have met Disability Discrimination Act requirements
 - We will have implemented the diversity action plan

E. Supporting the leisure time activities of our members

What this means:

- 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:

E 1. Make getting involved easier

- Lead Staff member – Andy Winter, Student Activities Manager
- Involved departments – Student Activities/Marketing

- Achieved objectives by July 2007
 - We will have extended our Give it a Go programme by 25%
 - We will be assisting societies in running their own Give It A Go sessions
 - We will be encouraging student activities to prioritise new recreational opportunities through special funding
 - We will have made it easier to join activities through the year via more information, communication and taster sessions

- By July 2008
 - 80% of members will find it easy to join a club or society
 - We will gain Investing in Volunteers status by April 2008
 - We will extend the opening hours for ARC Reception until 7.30pm to ensure that evening activities run smoothly
 - We will extend Give IT A Go by a further 25% so that there are 4200 session places available by May 2008

- By July 2009
 - There will be a staff team based around specialist areas of activity and support with close links to individual clubs and societies

E 2. Ensure that activities are relevant to the wider and diverse membership

- Lead Staff member – Andy Winter, Student Activities Manager
- Involved departments – Student Activities
- Achieved by July 2007
 - We will have identified the religious and cultural groups that need development – A report has been written, and development workers are now working with the identified groups
 - We will have targeted Give It A Go sessions to those not participating in other activities - Approximately 80% of Give it a Go sessions run by activity groups have included students who are not already members of those groups
- By July 2008
 - We will promote child friendly Give it a Go activities
 - We will organise a cultural festival with involvement from Give it a Go, volunteer projects, student media performances from all groups and involvement from commercial services
- By July 2009
 - We will be providing clubs and societies with more support to help with their activities
 - We will be helping clubs and societies engage with the wider community
 - We will be introducing new activities where and when members want them

E 3. Ensure all activities are of consistent quality and value

- Lead Staff member – Aidan Grills, Membership Services and Development Director
- Involved departments – Student Activities/Marketing
- Achieved by July 2007
 - There will be an action plan to implement the Student Activities review
 - There will be prioritised new specialist staff for Give It A Go, General Interest Activity and Cultural & Religious Groups
- By July 2008
 - 60% of the membership will feel that all activities offer value for money and a quality experience

- By July 2009
 - We will have fully implemented the new structure for Student Activities
 - We will be fully exploiting external funding opportunities
 - There will be clear measurements of members satisfaction and where there is dissatisfaction priorities for development will be identified

F. IN ORDER TO REALISE OUR VISION WE WILL:

F1. Be sustainable and legitimate

What this means:

- We have an excellent relationship with the University and understand and meet their requirements
- Our governance structures are at the leading edge within Students' Unions
- We are financially stable & sustainable
- We are recognised as a leading Students' Union via external validation
- We are socially, ethically and environmentally responsible

What we will do:

- Lead Staff member – Lesley Dixon, Chief Executive
- Involved departments – All departments

- Achieved objective for July 2007
 - We will have developed a corporate social responsibility and sustainability strategy
 - We will have developed a three year financial strategy
 - We will have committed to the Students' Union Evaluation Initiative
 - We will have developed plans to grow commercial income by 10%

- Amended objective for July 2007
 - We will have developed new governance structures, put the proposals to a referendum in November 2006 and we will have implemented the outcomes went to referendum in March 2007
 - Our risk management policy and programme will have been audited by the University's audit team, ready for presentation to Audit and Risk Committee in October 2007, and roll-out to LUU

- By July 2008
 - 85% of members will be aware of profit recycling in LUU
 - We will grow commercial income by 3%
 - We will reduce our usage of electricity by 10%
 - The new governance structures will have been implemented
 - We will have achieved SUEI accreditation to a minimum of silver level

- By July 2009
 - 90% of members will be aware of profit recycling in LUU
 - We will have implemented the corporate social responsibility and sustainability strategy
 - We will be documenting risks to LUU and reviewing on a regular basis
 - We will have achieved the three year financial strategy
 - We will have gained the Sound Impact award to silver level

F 2. Be relevant and responsive to our stakeholders

What this means:

- We know what our members want and deliver it
- We have excellent customer service across the board
- We engage with our local community and have an effective and productive working relationship

What we will do:

- Lead Staff member – Jackie Berry Commercial Services Director
- Involved departments – Marketing/All services
- Achieved objectives for July 2007
 - There will be a planned market research programme in place with each piece evaluated for its contribution to change
 - We will have identified realistic obligations to all stakeholders including the University and have written an action plan to achieve these objectives
 - We will have written a report showing how the Union has contributed to the University Strategy Map
- Behind target for July 2007
 - We will have implemented the five principles of customer service
 - We will have investigated formal accreditation in customer service
- By July 2008
 - Research into how we can make a difference for all stakeholders and manage our reputation externally
 - We will introduce a mystery shopper scheme
 - We will write a second report showing how the Union has contributed to the University Strategy Map
 - 90% of members will rate the Union as good/very good

- 28% of members will feel that the Union influenced their decision to study here
 - At least 92% of members will feel that the Union contributes positively to their student experience
 - Service standards to be set up and agreed by December 2007. External Mystery shop scheme sourced and live by January 2008.
- By July 2009
 - We will be benchmarking our customer service rating with a view to making improvements
 - The University will be using LUU in recruitment and alumni material
 - We will be meeting the obligations to all stakeholders as identified in the action plan
 - 95% of members will rate the Union as good/very good
 - 35% of members will feel that the Union influenced their decision to study here
 - At least 95% of members will feel that the Union contributes positively to their student experience

F 3. Have competent and highly motivated staff

What this means:

- We have some of the best staff within Students' Unions as well as within their respective fields
- We know this because of their reputation as well as their performance
- Our systems for managing the performance of staff enable us to get the best out of them and them to get the most out of their employment with LUU
- Our recruitment ensures that the best people apply to work at LUU and the very best are appointed
- We develop excellent leaders and managers throughout the organisation
- Our staff are committed to LUU

What we will do:

- Lead Staff member – Antonia Frezza, HR & Admin Manager
- Involved departments – HR & Admin
- Achieved objectives for July 2007
 - We will have reintroduced the management development programme
 - We will have reviewed the Making Headway scheme and ensured that all staff are benefiting
 - We will have reviewed the performance management procedures
 - We will have reviewed recruitment material
 - We will have communicated the Union's values and the 2006-2009 Plan to all staff
 - We will have undertaken a training needs analysis leading to a Union wide training plan
 - We will have developed an intranet for internal use
- Behind target for July 2007
 - We will have gained Leadership & Management model accreditation by March 2007
- By July 2008
 - We will be reaccredited as an Investors in People employer by June 2008
 - We will continue to develop our managers as effective managers and leaders and will be achieve Leadership and Management model accreditation by June 2008
 - 90% of monthly paid staff will have had a Making Headway meeting in the previous 12 months
 - We will have maintained positive responses to the question 'I would tell people that LUU is a good place to work' at above 90%
- By July 2009
 - We will have achieved our training plan
 - There will be a new Making Headway scheme in place and working and all members of staff will be included
 - We will have reviewed our pay systems to ensure fairness & competitiveness

Updated on 16th July 2007