



University of Exeter Students' Guild Strategic Plan 2009-2012

Final Draft

Contents

Introduction	3
Mission, Vision and Values	4
Future Opportunities and Challenges	5
A Wave of Change: The Future Landscape of the Student Movement	5
The Big Ask	5
Staff consultation	5
Challenge 1: Changes in students' union funding sources	6
Challenge 2: A hyper-diversity	9
Challenge 3: The student voice has never been more important.....	11
Challenge 4: Changing student lifestyle and participation.....	13
Challenge 5: The rise of digital media	17
How we intend to respond.....	19
Exceptional Experiences	19
Diverse Representation	22
Value for Money	24
Quality Decision-Making	26
Participation and Communication	28
Financial Sustainability	31
How we intend to measure our performance.....	33
Indicators.....	33
Benchmark Partners	33
Responsibility for Implementation	34
Balanced scorecard	34
Supporting strategies	35

Introduction

The Students' Guild is proud to present a Strategic Plan that comes directly from our members; the students at the University of Exeter.

Following a turbulent few years financially, we made significant changes to the structure of the Guild over summer 2008. The Guild hadn't anticipated changes which affected both our income and relevance to students at Exeter; which is why we have spent the last year speaking to everyone with an interest in the Guild about what we should be focusing on and where we should be going in the future.

30% of all of our student members were involved in our research (called the Big Ask) into what they think of the Guild and its' effectiveness. The results of the research have directly affected our plans for the future of the Guild.

The following Strategic Plan outlines what the Students' Guild intends to achieve over the next three years and the reasons why we think it is important. We have considered the opportunities and challenges at local and national levels we think will impact on the Guild and outline what we intend to do in response to them.

Our response to the issues we have found can be summarised under six strategic themes:

1. Exceptional Experiences
2. Diverse Representation
3. Quality Decision-Making
4. Value for Money
5. Participation and Communication
6. Financial Sustainability

We anticipate that over the next 3 years there will be significant changes. At a local level the campuses are expanding significantly; at Streatham with the new Forum building, new residences and the expansion of INTO and in Cornwall through the new Environmental Sustainability Institute. The University's pursuit to a secured top 10 position requires them to build capacity in research, seeing an increase in postgraduate students whilst the Internationalisation agenda will see international student numbers increase to almost 20% of the student population.

Nationally we are experiencing very challenging times. The speed of recovery in the economy is uncertain and the outlook for graduates seeking jobs in a recession is bleak. The higher education funding system is not working; the government is determined to bring the cost of student support down, whilst universities seek to increase funding through tuition fees. Before this strategy is a year old we are likely to have a change of government.

For all of the above reasons we consider it prudent to present a strategy looking three years ahead to 2012.

Mission, Vision and Values

What we exist for (mission):

The Students' Guild exists to make a positive difference to every student's 'Exeter Experience'¹.

What we want to achieve (vision):

"To deliver dynamic services and effective representation that lead to the highest levels of participation and engagement in the country; in doing so we will be recognised as the leading students' union in the UK delivering the best student experience²."

What we consider important (values):

- Student-led:
 - We seek to place students at the heart of our decision-making and support students as leaders of the organisation.
- Democratic:
 - As a member-led organisation; open, accessible and fair democratic processes are critical to our legitimacy.
- Active:
 - Engagement with the Guild at any level should support students to be active, engaged and participative citizens both as students and graduates.
- Responsible:
 - We embrace our social responsibilities as an organisation and aim for this to permeate all we do.
- Professional:
 - We aim to deliver all we do to the highest professional standards.
- Equality and Diversity
 - Our commitment to equality and diversity goes beyond policy and requires role-modelling, on-going investment in staff and volunteer training and constant challenging of accepted traditions.

¹ Section 5 of the University of Exeter Education Strategy 2010-2015 outlines the 8 core principles that underline the 'Exeter Approach' to the student experience.

² The measurement of our vision is based on achievement of our Key Performance Indicators (KPI) against our stated benchmark partners.

Future Opportunities and Challenges

In considering the future opportunities and challenges facing the Students' Guild we have drawn on three key sources of information:

A Wave of Change: The Future Landscape of the Student Movement

In 2009 the National Union of Students (NUS) released a report that succinctly outlines the changes and challenges that the students' union movement must prepare and plan to effectively respond to in order to remain relevant and sustainable. The Students' Guild considers the analysis of the future landscape to be robust and the key drivers to be relevant at both a national and local level. This strategy considers each of the key drivers set out in the report, outlines the experience at Exeter and states how we intend to respond to them.

The Big Ask

The 'Big Ask' is one of the largest pieces of membership research carried out by any UK students' union in recent times; engaging just over 30% (3,747) of our members. Of those who participated in the survey over 15 % were international students. We gained representative gender statistics with a ratio of 57 % female to 43 % male (representative of the overall University population). Around one fifth of the INTO student population also completed the survey. The survey was also representative of the student demographic in terms of ethnicity with around 22 % of students considering themselves to be from a black and minority ethnic background (over-representing the population by 6%). On the basis that the survey is both demographically representative and drawn from a large percentage of the student population, the Guild is confident to use it as a firm basis for our strategic plan.

Staff consultation

Along with in-depth student consultation Guild staff were engaged in the development of the strategic plan. Through workshops staff considered the Guild's future mission and vision. This was followed up with a series of 'cluster meetings' with the Chief Executive, in which all Guild staff had the opportunity to consider the Guild's strengths, weaknesses, opportunities and threats.

Managers were also asked to submit Unit Plans addressing the six strategic themes (outlined in this plan) as part of the 2009/10 budget process, identifying the actions using a balanced scorecard approach.

University consultation

The Guild has also consulted with the University in the development of this strategic plan via the University/ Guild Liaison Group and interested staff from across the institution. Furthermore, detailed consideration has been given to areas of mutual support and complimentary aims between the Guild's strategy and the University's strategy; notably the Education and Internationalisation strategies.

Challenge 1: Changes in students' union funding sources threatens their sustainability

A Wave of Changes says...

Profits from bar sales have traditionally been the 'cash-cow' of students' unions, however nationally bar sales have halved from £120m in 1998 to £60m in 2008³; changing the way students' unions are funded. This has led to some students' unions closing trading operations and focusing solely on representation and membership services, leaving them highly reliant upon on funding from their University.

Given the current state of the economy it is highly likely that Higher Education will suffer funding cuts at the next Comprehensive Spending Review (CSR); £400m of savings were announced in the 2009 budget alone^{4 5}. This leaves all students' unions vulnerable, with those who rely solely on block grant funding most at risk.

Other students' unions have successfully diversified their trading and moved into new services including as lettings and job shops, reducing reliance on one source of income. Following registration with the Charity Commission to the end of 2009 new income streams restricted to registered charities will open up to us. To make the most of these opportunities students' unions need to invest in and attract quality staff at all levels.

On top of decreased income costs continue to rise (e.g. salaries, pension costs and student staff wage rates) leading students' unions to look for value for money and ways to save expenditure including opportunities for partnership and collaboration with other students' unions and organisations as well as with respective universities.

Our experience at Exeter

Over the last five years the Students' Guild has seen a decline of 15% in the turnover of our licensed trade. We initially experienced a slight lag on the decline felt elsewhere; however it has now come quickly and deeply. Though there is a decline students still enjoy the services and rate our licensed trade outlets very highly with 79% and 66% of Big Ask respondents rating the Ram Bar and Lemon Grove respectively as 'good' or 'very good'⁶. It is clear then that what we are experiencing here is the impact of [changing lifestyles](#). In contrast to the decline in licensed trade we have seen a marked increase in the performance of retail with a 4% increase in turnover in the last five years across retail and 19% increase in the shop alone.

In terms of University 'block grant' funding the Guild has seen a 43% increase since 2006, from £510,404 to £731,127 (2009/10). This is a welcome increase, however still places us at the bottom of the University's top 10 comparators on a funding per full time equivalent (FTE) basis.

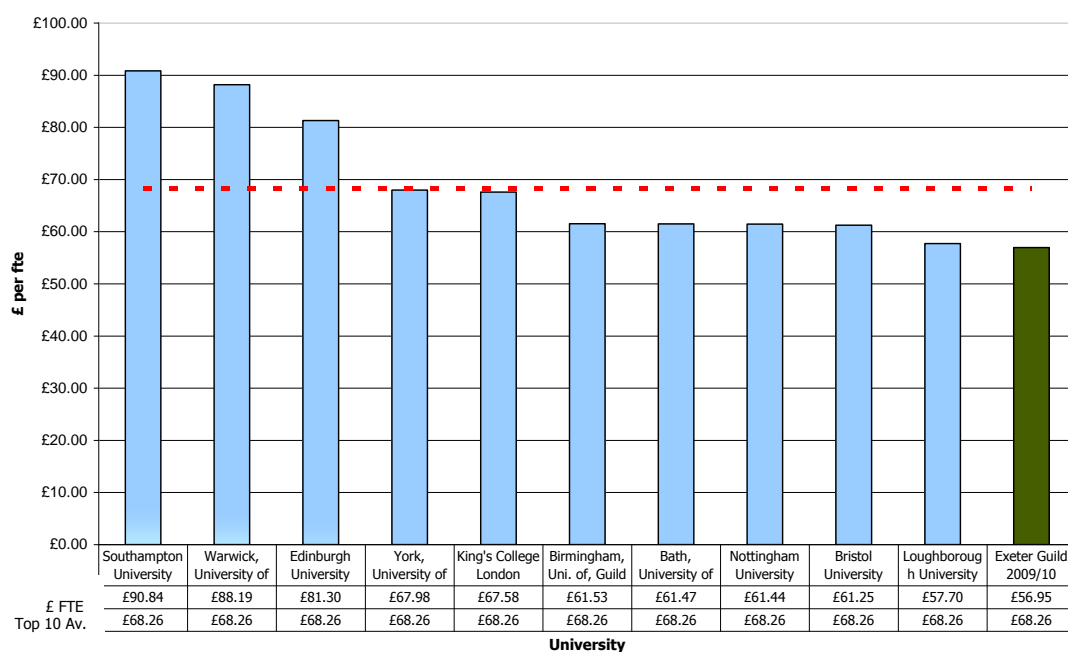
³ Source: NUS Services Limited

⁴ <http://www.timeshighereducation.co.uk/story.asp?sectioncode=26&storycode=406290&c=2>

⁵ Note: At a local level the University is preparing for significant cuts in public spending in 2010-11 as the UK comes out of recession and government seeks to claw back spending.

⁶ Note: For under 21 year old home students the rating of very good and good for the Ram and Lemon Grove increase to 85% and 70% respectively.

Chart 1: University Top 10 Comparator Block Grants, per FTE student⁷



As identified in Chart 1 there is a range of £33.89 per FTE between Southampton (top) funded at a level of £90.84 per FTE student and Exeter (bottom) funded at £56.95 per FTE. The median funding level of Exeter's top 10 comparator group is £68.26 a head per FTE student. Recent commitments from the Registrar to bring the Guild to a competitive level of funding are welcomed and will be crucial to our financial sustainability. In response, we will engage with the University to identify areas of ineffective duplication between Guild and University services as well as considering areas of effective competition. The Guild has also commenced work to identify the true value of the Students' Guild's work in a project that links organisational key performance indicators (KPI's) to relevant University KPI's.

In recent years the Guild has sought to replace declining income with new streams including a focus on online retail and increased income from marketing and sponsorship. Like a number of other unions we consider this increasingly important in the coming years. We believe that by delivering value for money services that are in demand and accessible to our members, we can be both financially sustainable and relevant to Exeter students.

The need to diversify income and reduce costs in order to be financially sustainably over the next three years is critical.

Our response:

- In order to achieve our vision of being the leading students' union in the UK our block grant funding must be competitive with the University's top 10 comparators.
- With full charitable status due in 2010 we must increase our charity fundraising activity
- Prudent management of our financial performance and reserves will be essential to our long-term sustainability.

⁷ Source: AMSU Resources Survey, 2007/08 (no data available for St Andrews or Durham)

- Well run organisations must have prudent financial controls in place to allow managers and trustees to manage finances effectively.
- Supporting trustees and management to make good decisions and take calculated risks is critical.
- As we seek competitive funding levels from the University we should do so on the understanding that we can demonstrate value to the student experience.
- As we seek to deliver greater value for money we must return year-on-year efficiency savings.
- To remain value for money to our increasingly diverse membership we must diversify the Guild's income generating services
- We believe that motivated, happy and empowered staff are critical in achieving our goals and providing the best possible students experience. To achieve this we will invest in and develop our staff.
- In seeking greater economies of scale we must identify successful partnership and collaborative opportunities with the University and other students' unions and organisations.

Challenge 2: A hyper-diversity within the student body and students' unions

A Wave of Change Says...

The student body across higher education has become increasingly diverse. NUS use the phrase 'hyper-diversity' to describe how we are witnessing diversity at multiple levels – within the student body, across the education sectors, geographically, across institutions and students' unions.

There are now 2.38 million students studying in higher education⁸. Growth in international students is likely to continue across higher education⁹, though demand from China (traditionally the highest country of recruitment for UK universities) is expected to decline from 2015¹⁰. UK demographic mean that the number of 18-20 year-olds between 2010/11 to 2020/21 is likely to have a negative impact on growth in student numbers¹¹. Similarly, the implications of the current economic conditions mean that the Government are likely to ask HEFCE to cap the growth in student numbers from 2009 until the economic conditions improve.

As the Government strives to meet the targets within the Leitch Review (2006) learning is likely to become more flexible with an increase in part-time students, work-based learners and people undertaking continuing personal development (CPD) as 'professional students'. Students' unions will need to respond to this more flexible style of learning if they are to effectively represent these students.

Our Experience at Exeter...

Student numbers have increased by 12% (from 13,825 to 15,525) in the last 4 years. Since 2005 the postgraduate student population has grown by 17% (22% excluding PGCE students) and full-time international student numbers have increased 37% from 1052 to 1441¹² (15% of total full-time student body) in the last six years. The international student population at Exeter is set to increase to 20% by 2015¹³. In short the student population at Exeter has both grown and diversified and all the trends suggest that this will continue.

As a member-led organisation the Students' Guild must be responsive to changes in our membership and ensure we are reflecting their diversity across all of our services. Analysis of the Big Ask suggests the group of students least likely to use Guild services are mature students. This is partially due to a lack of awareness. Postgraduates also underuse services, citing lack of information as the key reason. Postgraduates and mature students note that they feel detached from Guild activities and often do not understand how all the services are connected and how they benefit students. They were more reluctant to try things as they either felt too busy or uninformed.

⁸ Source: HESA 2006/07

⁹ 325,000 places in 2010 growing to 511,000 in 2020 (*source: Vision 2020, British Council*)

¹⁰ 'What does the future hold? China country report: the outlook for international student mobility.' British Council (2008)

¹¹ Source: HEPI Report, Demand for Higher Education to 2020 and beyond

¹² Source: Annual HESES Return

¹³ Source: University of Exeter Internationalisation Strategy 2010 - 2015

Engagement in democratic processes by international students is currently low, with only 6% of voters in the recent referendum being international and a similar percentage voting in the main elections. This presents a significant challenge to the Students' Guild and one that requires a concerted effort from across the organisation.

We must ensure we represent and provide services that are relevant to an increasingly diverse student membership.

Our response:

- With a growing international student population the Guild needs to take active steps to internationalise, providing opportunities for UK and overseas students to benefit from shared experiences.
- As an inclusive organisation it is important we actively seek and breakdown barriers to engagement and participation with the Students' Guild.
- With the highest participation rates and levels of contested positions in Guild elections our next challenge is to increase the diversity of candidates running for election.
- With the University's speedy expansion and growth, notably in Cornwall, we must ensure students across campuses receive a comparable experience.

Challenge 3: The student voice has never been more important

The Wave of Change Says...

NUS identifies the student voice as "the ultimate strategic challenge and priority for the student movement"¹⁴ as Universities spend a considerable amount of time considering student feedback in the development of strategies, with notable focus on National Student Survey (NSS) results.

At a national level, The Higher Education Academy has established student subject centres and the QAA are running a pilot project where students will sit as members of the audit panel for Institutional Audit in England and Wales.

As the Government and Higher Education Institutions develop their own forms of direct engagement and research on student needs, the challenge to the student movement is how do we demonstrate the legitimacy and value of student-led organisations in truly representing the many voices of a diverse student body?

Students have higher expectations in a fee paying system and expect a quality, value-for-money learning experience. The uncertainty of future fees regimes and the potential for an unregulated fees system in England, and possibly across the UK, poses major challenges to the student movement.

Our Experience at Exeter...

Students at Exeter are motivated to have their voices heard and engage actively with feedback. The response rate to NSS is above the national average (74% in 2008), the Big Ask survey was completed by 30% of the entire student population and the Students' Guild has the highest students' union election turnout in the UK (34%).

The challenges of [hyper-diversity](#) highlighted above mean the Guild needs to focus time and resource on effectively representing the student voice. The results of the Big Ask suggest students believe the Guild has a positive affect, with 69% stating that the Guild's ability to influence positive change in the University is 'good' or 'very good'. Of the 6% that considered the Guild's influence to be 'bad' or 'very bad' only 10% considers the Guild is 'good' or very good' at communicating what it does.

In order to effectively represent students from across the University and the campuses, we must have a range of methods for students to engage with our representative systems. Investment in 'grass-roots' level representation through our academic representative system is critical if we are to influence positive change throughout the University. The establishment of the Marketing and Communications unit in 2008 was the first step in increasing our membership engagement, ensuring our representatives are fully aware of the key issues facing our students on a day to day basis. We must continue to develop our 'member-insight' function, supporting officers to represent on the basis of sound evidence.

¹⁴ 'A Wave of Change: The Future Landscape of the Student Movement' NUS (2009)

The Student Voice and Campus Disruption

Over the next three years the University campuses are undergoing significant change and rapid expansion; the most significant example being the Forum development at the heart of the Streatham campus. The Guild supports the University's significant investment in the student experience in Exeter and Tremough, however we also recognise that with development comes disruption. We are committed to working in partnership with the University to minimise disruption to students lives in the over the next three years with the Guild's first and foremost priority being to champion the student voice. This will be a period in which our 'critical friends' relationship with the University will come to the fore. During this time it will be important for the Guild to deliver clear and consistent communication, independent from the University where appropriate.

Our key focus in terms of representation and communication of disruption is:

- Ensure the Guild is effectively representing student interest around the building projects seeking to mitigate disruption as far as possible;
- provide information on progress of the project and forewarn students of potential inconvenience and disruption;
- collect student feedback and communicate this through the Guild and to the University.

Whilst we work with the University to minimise the disruption to the learning and teaching experience of our students we must also ensure that the extra-curricular activities and services delivered by the Guild continue and thrive. We will seek to keep all of our services open and activities running as far as possible.

Legitimate and effective representation must be central to everything the Students' Guild does.

Our response:

- As the student voice becomes ever more important we must work with external organisations such as NUS to ensure our students' voices are heard at a national level
- To ensure the Guild is making decisions and representing students on sound evidence we must further develop our research capacity.
- To ensure excellent the Guild is receiving quality information from grass roots representatives we must invest time and resource into the success of the new Academic Representative System.
- As a campaigning organisation we must deliver focus on campaigns that are widely and deeply felt and that impact on Exeter student's lives.
- As a member-led organisation we must regularly engage with our students and respond quickly and effectively to feedback.
- With significant campus development planned over the next 3 years, most notably the Forum, the Guild must be absolutely focused on ensuring the impact on the student experience is minimised and the resulting developments deliver the best experience for students.

Challenge 4: Changing student lifestyle and participation

A Wave of Change Says...

Debt remains a major issue for students, with the most common form of debt being the student loan¹⁵, with nearly two-thirds of students taking out a student loan. 34% of students said they were more than somewhat concerned about their current levels of debt¹⁶. Concern about rising debt is compounded by the current economic climate as students face graduating into a recession where fewer jobs are available.

With the increase of 'in house' entertainment and rise in alcohol sales in supermarkets (overtaking the licensed trade for the first time) more students are staying at home for leisure time. The difference between age groups is clear with half of 18-21 year olds preferring to go to High Street nightclubs compared with only a tenth of those aged 25 years or over. Similarly, undergraduates as opposed to postgraduates are more likely to socialise at students' union bars and nightclubs¹⁷.

Students are taking on more part-time work than ever before with 75% of students doing paid employment. The more hours a student works during term-time the greater negative impact on their academic study¹⁸.

Research shows prospective students are most interested in a university's employability record, day-to day support and cost¹⁹ and in a mass education system there is a need to demonstrate transferable skills to enhance employability and to differentiate oneself from other graduates.

The Government is attempting to promote participative democracy (as articulated in the *Governance of Britain Green Paper* and the 2008 *Government Empowerment White Paper*) and throughout civil society organisations and across all political parties we have seen a rise in interest in the principles of mutualism and the cooperative movement. The student movement will need to reinvent how we engage and connect with a diverse student body which faces significant time pressures and major barriers to participation. This poses questions on how we continue to reinvent and revive students' union governance, student involvement democratic participation and student activism.

Our Experience at Exeter...

The findings of the NUS Services Student Lifestyle Report are as true for Exeter as they are for the rest of the country. Our nightclub (The Lemon Grove) still experiences an increase in ticket sales, high attendances, usually at capacity for the Saturday night and a decrease in bar sales as the majority of students come in after 10pm having already spent several hours socialising at home. Average spend has declined from £7.60 to £5.30 in the last 12 months. Changing lifestyles, along with increased [diversity](#) are significant contributors to the need for the Guild to diversify services (and as such our income streams) and to consider what the future need for our students will be.

¹⁵ Two-fifths of students have a bank overdraft and a third of students have debts on their credit cards.

¹⁶ Source: NUS/ HSBC Student Experience Survey

¹⁷ Source: NUS Services Student Lifestyle Report

¹⁸ Source: NUS/ HSBC Student Experience Survey

¹⁹ Source: HEIST

As is true of students across the country, Exeter students mix academic study with paid employment. In terms of employment the Guild's employability service, The Works, averages 2000 new student registrants each year, with around 4000 students on the database who the service contact on a regular basis. Demand for jobs on campus and locally far outweighs the opportunities available. Typically 1 Students' Guild job will have over 70 applicants. During 2007/2008 The Works advertised 2165 opportunities to work and had 3700 students registered who were actively seeking work. The Students' Guild contributed 9% of the vacancies available to students through The Works.

As discussed in Challenge 1, the Guild needs to diversify its income streams and as such, plans are in development to move The Works towards an employment agency-style service (in addition to the maintenance of the existing employability signposting service) in the coming years. A successful roll-out of this initiative will not only increase the number of vacancies promoted through the service, but will ensure financial self-sufficiency in the short to medium term, with a view to returning profit to the Guild in the medium to long term.

The Exeter Award ²⁰(a joint initiative between the Students' Guild and University) is a scheme designed to provide accreditation for the numerous employability enhancing activities on campus. As is the case across the sector, Guild volunteers suffer from the inflexibility of the current degree classification system and the fact that their academic transcript does not reflect the full depth of their student experience. The Exeter Award was developed to counteract this in the short-medium term, as the higher education sector awaits the outcome of the Higher Education Achievement Report (HEAR) trial recommended in the 2007 Burgess Report. The first year has seen over 3000 students register onto the award, but the low completion rates demonstrate that more needs to be done to simplify progression through the scheme.

As today's Exeter student has an increasingly busy lifestyles, it is critical that the Guild develops flexible opportunities to engage as active citizens in the Guild and local community; flexibility must permeate all of our activities and systems of governance. We know that our members are some of the most engaged in the country; both within the Guild and in the community. It is also clear from the results of the Big Ask that the work of the Students' Guild has a positive impact on students' outlook on engagement and participation.

The Guild is very interested in the work carried by Henley Centre Headlight Vision (HCHV)²¹ on the future of community explored the nature of household engagement with local community. HCHV established a UK Engagement Segmentation which categorises citizens by their level of engagement with their local communities. A third of the UK population are classified as 'Bystanders'; least engaged across all activities and less likely to be participating even at a passive level. A further third are consider 'Social Participants'; less likely to be engaged across all aspects of community and local political life than average. They are passive participants in 'easy' activities such as socialising with neighbours and attending school events. 'Community Organisers' make up around a sixth of the population and are likely to organise local community

²⁰ See 4.2, University of Exeter Education Strategy 2010-2015

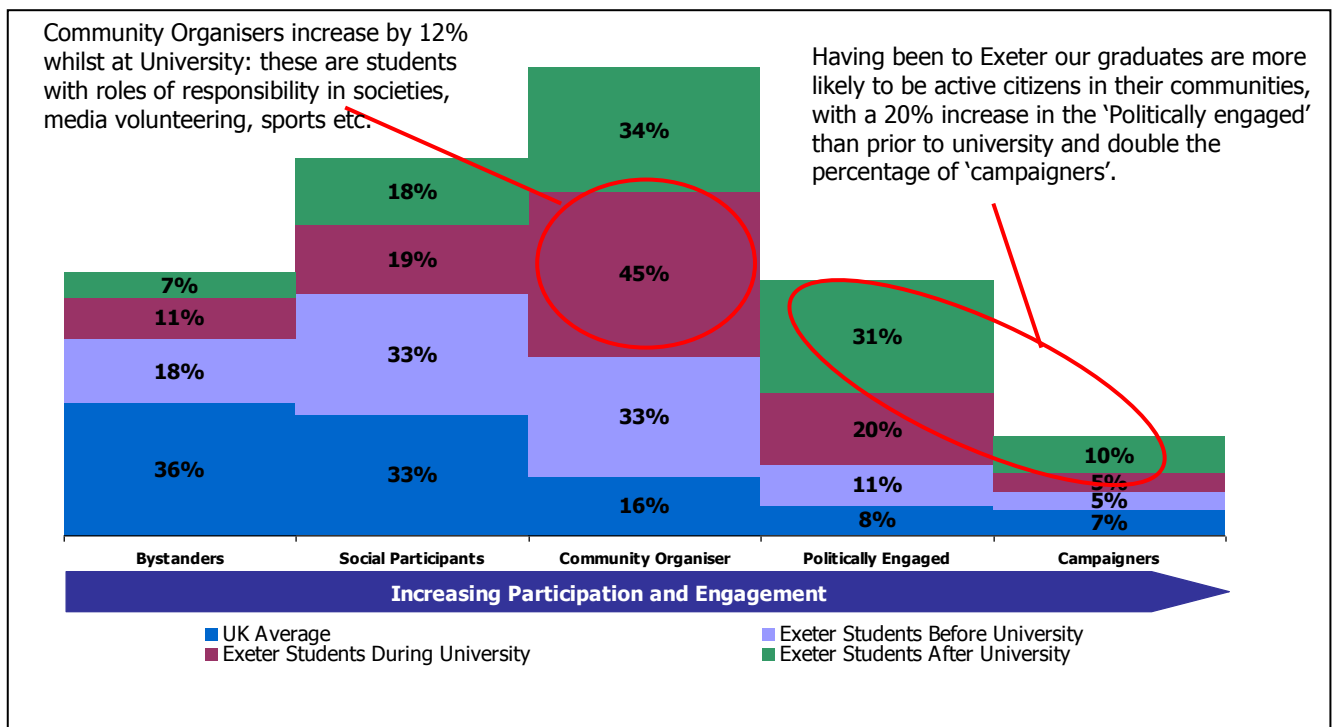
²¹ Source: NCVO Voluntary Sector Strategic Analysis 2007/08

activities and take part in voluntary or charity work; they tend to make things happen. The final sixth are made up of 'Politically Engaged' and 'Campaigners'; engaged in local politics, more likely to attend community and planning or consultation meetings, active protestors and most likely to write to a newspaper or MP and canvas for a political party.

The Big Ask sought to build on the research carried out by HCHV and establish an 'Exeter Engagement Segmentation'. This was achieved by capturing students' engagement in their communities prior to coming to university, identified their involvement in Guild, University and community activity whilst at Exeter and compared it to intentions when they graduate. Exeter students were then categorised into the five engagement categories at each stage.

The results are very interesting. Exeter attracts students who have a greater tendency towards participation and engagement in society than the UK average; two thirds can be identified as 'Social Participants' or 'Community Organisers' prior to coming to university. Whilst at Exeter the number of students considered 'Community Organisers' (the people who make things happen) increase by 12% and the number of 'Politically Engaged' increase by 9%. Having been to Exeter our graduates are more likely to be active citizens in their communities, with a 20% increase in the 'Politically Engaged' than prior to university and double the amount of 'Campaigners'.

Exeter Engagement Segmentation²²



Respondents to the Big Ask were asked whether they found getting involved in different aspects of the Guild 'easy' or 'difficult'. Students generally find getting involved in volunteering/activities (86%), societies (93%) and voting in elections

²² Source: University of Exeter Students' Guild Big Ask, 2009

(94%) 'easy'. However, running for a sabbatical position (47%), being part of a committee (36%) and taking part in a campaign (29%) were considered more 'difficult'.

It is clear that the Students' Guild has a central role in providing students with diverse opportunities to engage in society. We believe that the 'Exeter Engagement Segmentation' clearly demonstrates the social value of an effective students' union. It is therefore critical that the Guild continues to build on the [exceptional experiences](#) we offer, increasing opportunities to benefit from volunteering, activities and part-time employment as well as making engagement with other areas of the Guild more accessible.

Focus on participation and engagement in the Guild is critical if we are to remain relevant.

Our response:

- As a result of changing student demographics and lifestyles we must diversify our services.
- To continue to build on the exceptional 'Exeter Experience' we must increase and support opportunities for student development.
- As the jobs markets continues be challenging for our graduates we must increased the Guild's capacity to support students' employability
- To ensure continuous quality improvement the Guild will undertake external quality programmes focused on improving student experience.
- Effective organisations regularly review the effectiveness and relevance of their governance systems.
- There is a clear link between the levels of participation in the Guild and students engagement in the community, by focusing on participation in the Guild we demonstrate tangible social benefits.
- In order to deliver of 'Exceptional Experiences' we must have exceptional facilities and surroundings in which to deliver them.

Challenge 5: The rise of digital media

A Wave of Change Says...

Effective use of technology will become increasingly important in the digital age, enabling the energy and enthusiasm of individual student actions to be harnessed, with ICT providing new opportunities for both individual and collective action. New ways of communicating and participating have the potential to transform an organisation²³.

The ability to communicate effectively across a wide range of media is increasingly important. The Internet is going mobile with 5.7 million using a mobile to access the net in January 2007²⁴ and since 2006 spending time on the Internet exceeded TV (16-25 year olds) with 70% of students using the Internet to maintain relationships²⁵.

Technology is increasingly changing the way students study, collaboration between each other and academics is increasingly facilitated via online social networks, though practice is patchy²⁶. It has the potential to give students a greater voice in the way they learn. We have already seen the increase in use of Virtual Learning Environments (VLEs) and are now seeing technology used in innovative ways throughout learning such as the delivery of podcasts used for feedback and the creation of personalised learning environments²⁷.

Our Experience at Exeter...

The Big Ask identified communication as the key area for improvement for the Guild. When questioned on Guild priorities; students overwhelmingly identified communications as being the key concern with 70% placing it in their top three priorities. 78% of students felt there are barriers preventing them from getting further involved with the Students' Guild. Of these barriers the most significant was a lack of communication with around 22% identifying it as the primary barrier.

63% of respondents are unaware of how the Guild is run and there is relatively low awareness of Guild campaigns. This clearly relates to the need for improved communications for all aspects of the Guild and its services and a need to develop more transparent and accessible decision-making processes.

Out of the communication methods currently used by the Guild only posters (65%) and email (68%) stand out as predominantly 'good' or 'very good'. With regards to social networking 31% of students are either 'unaware' (16%) or consider the Guild is 'bad' (15%) at utilising it. Face-to-face contact, the use of electronic screens and social networking are areas the Guild should use more effectively to communicate with our members.

Compounded with an [increasingly diverse](#) student population, our communications require fresh thinking to ensure our message is relevant and is disseminated through

²³ Source: Voluntary Sector Strategic Analysis

²⁴ Source: Telephia and comScore

²⁵ Source: Tech Tribe Report

²⁶ Source: CLEX

²⁷ Source: JISC

the right channels. In particular, revitalising the Guild website is a critical development that will improve awareness of what the Guild is and how it is run among all stakeholders.

The ability to effectively utilise new technology in a way that is relevant to our members will be central to our future success.

Our response:

- To increased understanding and participation in the Students' Guild it is critical that we invest in and develop our information communications systems.
- To effectively keep in touch with members and to cut down needless barriers we must developing robust 'customer relationship management' (CRM) systems
- Given the exponential rise in digital media successful organisations utilise a mix of new and traditional communications methods
- Lack of information is a key barrier to entry to the Guild. Our members must be able to access the information the need quickly and easily.

How we intend to respond

The Guild's response to future [opportunities and challenges](#) are considered under six strategic themes; designed to focus departments and units of the Students' Guild on contributing fully contributing to the Guild's long-term future.

Each section (where possible) identifies a link to a relevant Students' Union Evaluation Initiative²⁸ (SUEI) theme.

Exceptional Experiences

AIM: The services within the Guild provide or support exceptional experiences for members covering social integration, academic integration, personal and professional development, leadership and active citizenship.

Link to SUEI:

Does the Union contribute positively to all its members' time at University?

In seeking to deliver exceptional experience for students and staff towards 2012 the Guild will focus on the following areas:

We believe that motivated, happy and empowered staff are critical in achieving our goals and providing the best possible student experience. To achieve this we will invest in and develop our staff.

Over the next year we will:

- Develop and roll-out a management development scheme, supporting aspiring staff to gain the skills and behaviours that will allow them to progress to senior management positions within the Guild or wider sector.
- Ensure all staff have personal development plans as part of their appraisals.
- Aim for 80% completion of staff satisfaction survey (permanent staff).
- Introduce a student staff satisfaction survey.
- Develop a comprehensive HR strategy setting out our long-term initiatives.

By 2012 we will:

- Seek to engage with a management development scheme, allowing Guild staff to transfer between partner unions to 'fast-track' to senior management.
- Aim for 95% completion rate for staff satisfaction survey.

As a result of changing student demographics and lifestyles we must diversify our services.

Over the next year we will:

- Revitalise our entertainments programme to meet changing needs.
- Review our portfolio of services to ensure they are sustainable in the medium to long term (following full cost centring).

²⁸ Note: The Guild is undertaking SUEI; a quality assessment model that assists in improving the services and activities delivered to members of Students' Unions by indicating areas for continuous improvement.

By 2012 we will:

- Seek 85% satisfaction rating for Guild entertainments (across all demographics).
- Seek an average of 85% satisfaction across all Guild services.
- Receive net contributions in the top 5 of the comparable services of our [benchmark partners](#).

To continue to build on the exceptional 'Exeter Experience' we must increase and support opportunities for student development²⁹.

Over the next year we will:

- Develop 1 new international volunteering opportunity³⁰, providing students with the opportunity to put skills gained through their studies into practice through volunteering, whilst experiencing new countries and cultures.
- Invest £5k into an activity development fund to promote integration of students and broaden the appeal of Guild activities for all members.
- In partnership with, Educational Enhancement, deliver a teaching excellence scheme (top 10 lecturers award).

By 2012 we will:

- Recruit an International Volunteer Project Coordinator to source and deliver 5 international volunteering projects per year.
- Increase the number of international students volunteering to 20%.

As the jobs markets continues be challenging for our graduates, we must increase the Guild's capacity to support students' employability³¹

Over the next year we will:

- Integrate employability into student training for all Guild activities.
- Develop a business plan to expand the Works into an employment agency.
- Increase the numbers of students undertaking the Exeter Award and Exeter Leaders Award by 20%³².

By 2012 we will:

- Have established a profitable employment agency.
- 30% of students completing the Exeter Award and 50% of students completing the Exeter Leaders Award will do so through Guild activity or employment.

To ensure continuous quality improvement, the Guild will undertake external quality programmes focused on improving student experience.

Over the next year we will:

- Achieve a minimum of Bronze award in the Students' Union Evaluation Initiative.
- Assure and improve the Guild volunteer experience³³ by undertaking and achieving the national Investors in Volunteering quality mark in Community Action.

²⁹ See 5.8, University of Exeter Education Strategy 2010-2015

³⁰ See 1.5, University of Exeter Education Strategy Development Plan

³¹ See 4.2, University of Exeter Education Strategy 2010-2015

³² See 5.10, University of Exeter Education Strategy 2010-2015

By 2012 we will:

- Achieve a Silver Students' Union Evaluation Initiative award.
- Successfully retain the Investing in Volunteers quality mark, and roll out to all Guild volunteering activities.

With significant campus development planned over the next 3 years, most notably the Forum, the Guild must be absolutely focused on ensuring the impact on the student experience is minimised and the resulting developments deliver the best experience for students.

Over the next year we will:

- Maintain maximum access to Guild services, ensuring disruption to students' day-to-day lives is minimised as far as possible.
- Develop and deliver an effective Guild communication plan to keep all students up to date with campus developments and alternative arrangements.
- Ensure the student voice is heard throughout with effective representation on all relevant University committees, critically on Impact Management Group.
- Ensure student experience is maintained as central to all decisions made relating to the Forum development.
- Ensure interconnectivity with Devonshire House and access to Guild services is delivered through the building phase.
- Develop plan for long-term use of current foyer space.

By 2012 we will:

- Establish the Works and Advice services in the Forum.
- Open a new Info Point in the Forum.
- Refurbish the current entrance to make it an attractive and well used space.

In order to deliver of 'Exceptional Experiences' we must have exceptional facilities and surroundings in which to deliver them.

Over the next year we will:

- Submit three projects for Tranche 2 of the University's infrastructure strategy relating to the development of Guild spaces.
- Establish vision for Guild facilities post-Forum, including a review of Cornwall House.

By 2012 we will:

- Raise capital to invest in dedicated activities space, improving facilities for volunteering, societies and media.
- Commence work on Tranche 2 infrastructure projects.

³³ See 5.10, University of Exeter Education Strategy 2010-2015

Diverse Representation

AIM: The services within the Guild provide, support and encourage opportunities for members to make a difference in Guild, University and community (local, regional and national) levels.

Link to SUEI:

How does the Union encourage democratic participation with close and regular contact with all sections of its membership?

With a growing international student population the Guild needs to take active steps to internationalise, providing opportunities for UK and overseas students to benefit from shared experiences

Over the next year we will:

- Focus on the internationalisation of Guild services through the implementation of year one of the Guild's Internationalisation Strategy.
- Work in partnership with the new Director of International Exeter to ensure the student experience benefits from internationalisation.

By 2012 we will:

- Successfully complete all targets in the Guild Internationalisation Strategy.

As an inclusive organisation it is important we actively breakdown barriers to engagement and participation with the Students' Guild.

Next year we will:

- Commence Investors in Diversity as a process of embedding diversity throughout Guild practices.
- Increase the number of students stating 'there are no barriers' to engaging with the Guild to 40%.

By 2012 we will:

- Be a recognised Investor in Diversity.
- Increase the number of students stating 'there are no barriers' to engaging with the Guild to 60%.

As a campaigning organisation we must deliver focus on campaigns that are widely and deeply felt and that impact on Exeter student's lives.

Next year we will:

- Deliver a Campaigns referendum allowing students to identify the Guild's priority campaigns.
- Produce an impact report to identify campaigning targets, outcomes and impacts on students' lives.
- Increase central Guild support to officers; enabling them to support the communication of campaigns, with a minimum of 60% awareness.

By 2012 we will:

- Establish a 3 year campaign strategy focused on local and national issues.
- Achieve a minimum of 80% awareness level on all Guild campaigns.

- Increase the percentage of students who consider involvement in Guild campaigns to 90%.

As the student voice becomes ever more important we must work with external organisations such as NUS to ensure our students' voices are heard at a national level

Next year we will:

- Hold contested elections for NUS delegates.
- Engage with the new NUS governance system, ensuring full attendance to each of the Zone Conferences.

By 2012 we will:

- Send full delegations to all NUS liberation conferences.

With the highest participation rates and levels of contested positions in Guild elections our next challenge is to increase the diversity of candidates running for election

Next year we will:

- Review remits of sabbatical officers to ensure they are relevant and representative of our membership.
- Broaden the appeal of the sabbatical elections to encourage more international postgraduate students running for positions.
- Increase the number of international students voting in the elections to 10% of total electorate.
- Increase the number of postgraduate students voting in the elections to 8%.
- Increase the number of unique voters in the Guild sabbatical officers to at least 5000.

By 2012 we will:

- 15% of voters will be international students.
- 15% of voters will be postgraduate.
- Guild Council will be demographically representative of the student population.
- Sabbatical elections will have demographically representative candidates.
- Sabbatical officer elections will see at least 40% of registered students voting for one or more positions.

With the University's expansion and growth, notably in Cornwall, we must ensure students across campuses receive a comparable experience.

Next year we will:

- Complete review of Guild representation of FXU (the Cornwall campus Students' Union) students, seeking to establish responsibilities for representation and identify areas of partnership.

By 2012 we will:

- Have well developed partnership with FXU, supporting the delivery of a comparable student experience for Exeter students in Tremough.

Value for Money

AIM: The services within the Guild demonstrate high levels of economy, efficiency and effectiveness.

As we seek competitive funding levels from the University, we should do so on the understanding that we can demonstrate value to the student experience.

Next year we will:

- Produce an annual impact report outlining the outcomes and impacts of the Guild's work.
- Link Guild Key Performance Indicators to relevant University KPI's (notably relating to student experience) to act as an early warning.
- Engage with the University's 'Creating Value' initiative and critically evaluate areas of duplication, agree on areas of effective competition and identify areas of partnership.

By 2012 we will:

- Develop and deliver 4 new projects that drive forward University and Guild strategies.
- Completed and implemented the outcomes of the 'Creating Value' review.

In seeking greater economies of scale, we must identify successful partnership and collaborative opportunities with the University and other students' unions and organisations.

Next year we will:

- Identify collaborative funding bids with partners to deliver new volunteering programmes.
- Scope opportunities for gaining greater economies, efficiencies and effectiveness through collaboration with regional students' unions and/ or charities.

By 2012 we will:

- Deliver at least 2 collaborative projects with partner organisations gaining external grant funding.
- Developed collaborative partnerships with at least one other students' union allowing us to do more with the same or less resource.

As we seek to deliver greater value for money we must return year-on-year efficiency savings.

Next year we will:

- Deliver 5% non-staff efficiency savings versus 2008/09.
- Establish (re)tender programme for key contractors and suppliers.
- Oversee full cost-centring of all Guild services and, where required, establish development plans to ensure all trading services are returning a positive bottom line.

By 2012 we will:

- Have achieved year on year reduction of budgeted staffing costs to below 50% of turnover.
- Retender all of our contracts worth over £10,000 per annum achieving savings of 10% of prior contract value.

To continue offering value for money to our increasingly diverse membership, we must diversify the Guild's income generating services

Next year we will:

- Diversify our retail offering through the development of a new 'Stash Shop'.
- Increase online retail trading by 50%.
- Generate at least one business plan for new enterprise for consideration by Trustee Board.

By 2012 we will:

- Increase net contribution from Guild enterprise by 15% (on 2008/09 outturn) via new trading initiatives alone.
- Turnover at least £30k per annum via online trading³⁴.
- Return a minimum of £40k per annum through the Guild Letting Agency.
- Be running an employment agency free to students, with income generation for the Guild.

³⁴ 2008/09 average online turnover was £19,333, based on 20 students' unions that trade online. This excludes sport/ society memberships sold online (includes NUS Extra).

Quality Decision-Making

AIM: All development within the Guild is fully informed by members, activity is benchmarked against sector leaders and decisions are based on evidence.

SUEI Link:

Has the Union a strong membership focus; identifying their needs and taking appropriate steps to satisfy them?

To ensure the Guild is making decisions and representing students on sound evidence, we must further develop our research capacity.

Next year we will:

- Outline a three year research programme focusing on the student experience of under-represented groups of students:
 - 2009/10: Postgraduate students.
- Establish partnerships with the University to ensure effective sharing of research information³⁵ and collaboration where appropriate.
- Establish effective research network of students to carry out insight work.
- Invest in an enhanced casework management system for the Guild's advice service.

By 2012 we will:

- Complete our initial research programme with feedback and actions based on recommendations, increasing satisfaction ratings of all groups to the overall average.
 - 2010/11: Mature students.
 - 2011/12: Part-time students.
- Have an established research sharing programme in place with annual presentations to University Guild Liaison Group on findings and recommendations.
- Produced best practice research focused on informing the next Student Written Submission for the Quality Assurance Agency's Institutional Audit in 2013.

To ensure the Guild is receiving quality information from grass roots representatives we must invest time and resource into the success of the new Academic Representative System³⁶.

Next year we will:

- Roll-out new academic representative system (2009/10).
- With the University, secure sustainable funding to resource the system following the pilot.

By 2012 we will:

- Have an effective course representative system supported by an additional permanent member of staff.
- 95% of all course representative positions filled.
- 90% satisfaction rate with the course representative system.

³⁵ See 2.1, University of Exeter Education Strategy Development Plan

³⁶ See 5.5, University of Exeter Education Strategy

Effective organisations regularly review the effectiveness and relevance of their governance systems.

Next year we will:

- Assess and improve Trustee Board performance through the Charity Trustee Network's BoardsCount³⁷ initiative.
- Successfully complete registration with the Charity Commission.
- Commence work to incorporate (pending Board agreements).
- Agree a Guild/University Memorandum of Understanding.

By 2012 we will:

- Have an annual 360 degree performance review for all Trustee Board members.
- Increased the performance of all Guild boards and committees to an average of over 5 (based on Guild committee guide ratings).

³⁷ <http://www.trans4mgt.com/boardscount/about/>

Participation and Communication

AIM: The services within the Guild engage and support members in activity and are highly effective in communicating their work and/or the work of the wider Guild.

SUEI Link:

How does the Union ensure accurate, timely and appropriate information is given to members and other stakeholders to promote accountability and transparency?

To increase understanding and participation in the Students' Guild, it is critical that we invest in and develop our information communications systems.

Next year we will:

- Develop a marketing and communications toolkit to enable all areas of the Guild to raise their profile.
- Deliver a new training programme to staff, engaged students and officers, supporting them to raise profile to members.

By 2012 we will:

- Develop specific marketing to target and cater for underrepresented students.
- Develop clear system for campaign development, execution, measurement and management.

To effectively keep in touch with members and to cut down needless barriers we must develop robust 'customer relationship management' (CRM) systems

Next year we will:

- Further develop links with University departments (notably the Development and Alumni Relations Office and Registry), seeking an integrated CRM system allowing the Guild to effectively and efficiently capture data.
- Standardise current data capturing across units.
- Identify funding for the installation of a fit-for-purpose, organisation-wide CRM system (for 2010/11).
- Ensure all Guild activities capture meaningful data on their memberships.

By 2012 we will:

- Install an effective customer relationship management (CRM) system allowing the Guild to capture and maintain effective student information to aid communication and inform KPIs.

Given the exponential rise in digital media successful organisations utilise a mix of new and traditional communications methods

Next year we will:

- Develop the Guild's social networking presence and ensure the Guild has effective presence on sites used by our current and future members.
- Identify relevant international social networking platforms for the Guild to communicate with potential and current student.

By 2012 we will:

- Engage students pre and post arrival to actively participate in the Guild's digital presence through the development of online applications.
- Develop the Guild's digital presence beyond social networking sites to incorporate interactive information portals such as Wikipedia, Google Mapping and 'Streetview' technologies.

Lack of information is a key barrier to entry to the Guild. Our members must be able to access the information they need quickly and easily.

Next year we will:

- Develop new Guild website to create a clearer, more informative tool providing better interactivity with our membership.

By 2012 we will:

- Develop a system to facilitate and ensure that all sections of the website are up to date and refreshed regularly.
- Increase traffic to website through use of analytic software.

There is a clear link between the levels of participation in the Guild and students engagement in the community, by focusing on participation in the Guild we demonstrate tangible social benefits.

Next year we will:

- Increase participation levels in societies and media by 5%.
- Increase participation levels in volunteering (RAG, Community Action or Voice) to 30%.
- Overhaul training and induction processes for all volunteering activities, in line with Investors in Volunteers (IIV) guidelines.
- Set a benchmark for the interest: retention ratio within all Guild volunteering activities.
- Develop and deliver a three year strategy that sets out our vision for engaging with the local community.

By 2012 we will:

- Increase the total of 'politically engaged' and 'campaigner' students to 35% of total whilst at University.
- Increase total of 'politically engaged' and 'campaigner' students to 50% post university.
- Have all volunteering units within the Guild accredited with the Investors in Volunteers quality standard.
- Increase the interest: retention ratio across all Guild activities by 10% on the 2009/10 benchmark

As a member-led organisation we must regularly engage with our students and respond quickly and effectively to feedback.

Over the next year we will:

- Carry out an annual student satisfaction survey receiving and acting on quality feedback from members.
- Deliver a proactive Member Insight research programme informing Guild planning and officer representation.

- Launch effective communication campaign to highlight changes made on the back of member feedback.
- 70% of students will consider the Guild makes a 'good' or 'very good' difference to the University experience.
- Introduce a new system for regular face-to-face contact between sabbatical officers and students.

By 2012 we will:

- Carry out a second Big Ask strategic consultation with members, informing the revision of this strategic plan.
- 85% of students will consider the Guild makes a 'good' or 'very good' difference to the University experience.

Financial Sustainability

AIM: The services in the Guild generate (or support the generation) of revenue and are likely to do so in the foreseeable future. The finances of the Guild are effectively managed, providing Trustees and managers with accurate, timely and relevant information.

Link to SUEI:

Does the Union work within a regularly reviewed, medium to long term financial plan with explicit assumptions understood and associated risks assessed?

How does it ensure effective financial scrutiny, budgetary control and compliance with financial regulations and procedures?

In order to achieve our vision of being the leading students' union in the UK, our block grant funding must be competitive with the University's top 10 comparators.

Next year we will:

- Agree block grant formula with the University to ensure long-term sustainable funding.
- Agree a staged increase towards target funding (circa £67 per FTE).
- Have an agreed financial recompense for income lost as a result of the Forum development.

By 2012 we will:

- Have increased the block grant to be within the upper quartile of the University's top 10 comparator's students' unions funding (based on per FTE basis).
- Received full financial recompense for income lost as a result of the Forum development.

With full charitable status due in 2010 we must increase our charity fundraising activity.

Next year we will:

- Increase Membership Services income through grants and charitable funds by 20%.
- Develop links with Development and Alumni Relations Office to establish alumni fundraising programme.
- Skill up key staff through a Guild fundraising programme.

By 2012 we will:

- Increase Membership Services income through grants and charitable funds by 100% on 2008/09 levels.
- Have raised £15k through alumni giving, with a positive return on investment.
- Have dedicated staff resource (either within the Guild or through collaborative arrangements) focused on fundraising.

Prudent management of our financial performance and reserves will be essential to our long-term sustainability.

Next year we will:

- Agree our reserves policy, with the aim to build cash reserves to a level of necessary caution and prudence whilst still allowing for sufficient monies (designated reserves) to be invested in new projects that will provide members with long-term benefits
- Finish the year in a break even position.
- Achieve a minimum of £25k return to reserves.
- Designate 1% of turnover as contingency.
- Increase the capacity of our finance software (Sage Line 50) to a fit for purpose package able to deal with our growing needs.

By 2012 we will:

- Return 5% of income as surplus (2010 onwards)
- Establish a mature investment plan.
- Establish a minimum of £100k reserves (pending reserve policy).
- Have an agreed reserves policy.

Well run organisations must have prudent financial controls in place to allow managers and trustees to manage finances effectively.

Next year we will:

- Revise our financial regulations with independent verification.
- Establish monthly financial performance reviews with lead SMT member and budget managers.
- Deliver introduction to finance training to all budget holders.
- Establish a financial audit plan for all units.

By 2012 we will:

- Carry out internal financial audits of units on an annual basis.

Supporting trustees and management to make good decisions and take calculated risks is critical.

Next year we will:

- Ensure timely, relevant and accurate management accounts within 10 working days of the end of each period
- Introduce annual balance sheet and cash-flow budgets; monthly balance sheet statement and annual cash-flow statement
- Produce a weekly financial performance update by the end of each Tuesday, covering revenues, gross profit margins and student staff costs

By 2012 we will

- Ensure timely, relevant and accurate management accounts within 10 working days of the end of each period

How we intend to measure our performance

Indicators

In order to track the Guild's progress and to provide Trustee Board, Senior Management and, critically, members with evidence of progress against our strategy we have developed a set of indicators, or measures that will be reported on regularly. These are designed to provide early warning of action needed if we are off target and will be categorised into three sections (See Appendix A):

Key Performance Indicators (KPIs): These are the 6 key indicators relating to the strategic themes, presented as a 'dashboard' to Guild Management Committee and Trustee Board.

Performance Indicators (PIs): These are Unit level indicators, designed for Senior Management Team and Managers to oversee progress of individual Units performance against objectives, they can also provide more in-depth analysis for Guild Management Committee and Trustee Board as required.

Linked Indicators: These may be a mixture of KPIs and PIs that link across to the University's performance indicators, designed demonstrate the Guild's 'value added' to the student experience and University and to act as an early warning system for the University indicators.

Benchmark Partners

Our performance indicators will provide detailed measure of the Guild's performance against our stated targets. In addition to this we will measure our performance against other leading students' unions; our 'benchmark partners'. These are detailed below with reference to the University comparators and membership of the 1994 Group. Note unions marked with * are considered appropriate comparators, though may not be included due to lack of reliable data.

	Comparator	University Comparator	Guild Comparator	1994 Group member
1	Bath University	✓	✓	✓
2	Bristol*	✓	✓	✗
3	Birmingham	✓	✓	✗
4	Durham	✓	✗	✓
5	Edinburgh	✓	✓	✗
6	Kings College London	✓	✓	✗
7	Leeds	✗	✓	✗
8	Loughborough	✓	✓	✓
9	Nottingham	✓	✓	✗
10	Sheffield	✗	✓	✗
11	Southampton*	✓	✓	✗
12	St Andrews	✓	✗	✓
13	Warwick	✓	✓	✓
14	York	✓	✗	✓

Responsibility for Implementation

To ensure the Guild focuses on the delivery of all aspects of the strategy we have adopted a dual assurance approach, in which each member of the Senior Management Team takes a lead along with a member of the sabbatical team supported an external trustee.

The following table outlines the relevant responsibilities:

Strategic Theme	SMT Lead	Sabbatical Lead	Supporting External Trustee
Exceptional Experiences	Director of Membership Services	Welfare and Equal Opportunities Officer	Lydia Hewett
Diverse Representation	Director of Membership Services	Education Officer	Gillian Reeves
Value for Money	Director of Business and Enterprise	Finance, Activities and Trading Officer	Peter Oldham
Financial Sustainability	Director of Business and Enterprise	Finance, Activities and Trading Officer	Peter Oldham
Quality Decision-Making	Chief Executive	Deputy President	Steven Gibson
Participation and Communication	Chief Executive	President	Lydia Hewett

Balanced scorecard

We intend to utilise the balanced scorecard approach to delivering our strategy across the organisation. The rationale for using the balanced scorecard is that it widens the focus beyond traditional measures of performance, usually the easiest to measure such as bottom line profit (or loss).

This approach allows us to focus on the activities, processes and outputs that are most important for the success of the organisation³⁸. The textbook balanced scorecard focuses the organisation on four perspectives: finance; process; innovation and learning and customer. We will deviate from this by focusing on the six strategic themes.

³⁸ Bourne and Bourne (2007) 'Balanced Scorecard', Hodder Arnold

Supporting strategies

The Guild has a number of supporting strategies working in conjunction with this, these include:

- Guild Internationalisation Strategy, 2009-2012
- Guild Marketing and Communications Strategy, 2009-2012

Strategies to follow in 2009/10 include:

- Guild HR Strategy, 2009-2012
- Guild Finance Strategy, 2009-2012
- Guild Ethical and Environmental Plan, 2009-2012

University Strategies

The Students' Guild Strategic also supports and complements the aims of the key University strategies; notably the Education and Internationalisation Strategy. Areas of synergy are referenced throughout this document to support cross-referencing between strategies.

APPENDIX A: KPI Set	Exceptional Experiences	Financial Sustainability	Participation & Communication	Quality Decision Making	Diverse Representation	Value for Money
KPI	% students stating the Guild has a 'positive on their lives'	% University to other income	% Activists/ Political Campaigners	% Election Turnout	% beneficiaries vs demographic	% decrease in 'Efficiency ratio' (a percentage of total sales/cost)
Linked KPIs (to be developed)	% completing Exeter Award through Guild activity (Employability Impact)		% International Students engaged		% of engaged students vs student population	Impact on University KPIs
	NSS early warnings from SSLC (TBC)		% Postgraduate Students engaged			
	n. Students volunteering overseas					
Other PIs (to be developed)	% service user satisfaction	% increase in externally generated income	% increase in recruitment: retention ratio	Committee Effectiveness Average Score (≥5)	% increase in contested elected roles across department	Student transactions: campus demography (%)
	% improvement in satisfaction level of services amongst stakeholder groups	% of new revenue generated	% Awareness growth of services	Increased volume of changes implemented that are directly informed by users. (% or actual no. as a target)	No. of successful* initiatives launched to engage under represented groups	% Trading Contribution
	% decrease in signed-up, not active members/volunteers	% growth in none University based income	No. societies/volunteering projects	Campaign Impact (% targets completed)	Active student: Campus demography	
	No. students trained/placed into employment opportunities	Year on year (YOY) £ income growth from non University sources	No. active volunteers/members/registrations		% increase in contested elected roles across department	
	Society Spend per Head (£)	Block Grant income per FTE	n. Candidates per position		Diversity of Candidates	
	% Staff satisfaction level	Capital Spend Trading (£)	Transition/Retention Rate (Vol/Soc)		% Advice issues resolved	
	Finance Only Measures	5% surplus of income	Payroll <50% T/O	Reserves (6 months core costs)	% unrestricted vs restricted income	Proportion trading to other income

