

**Making the Students'  
Union the most  
student focused  
organisation in the world**



# *Aims of the Session*

- Develop an understanding of the strategic planning process
- Start to think about our key 'drivers' of change which are positively or negatively affecting the union
- Look at what further analysis might help with decision making about priorities
- Think about how we might respond to some of these drivers



# Overall approach

## Research & Insight

Student research

Stakeholder interviews

## Strategic Analysis

Horizon scanning

PESTLE/SWOT

Historical comparators

## Workshops

Union Senate

Union Staff

University Staff

## Resources

Block Grant negotiations

Business planning for commercial services

4 year financial plan

# Timeline

## Student & Stakeholder Research

November-February

Alterline commissioned and research conducted between November 2015 and February 2016

## Strategic Analysis

September-February

'Drivers' document completed and out for consultation with the board and UURC. Following feedback, we published to wider stakeholders.

## Workshops

November-March

We undertook workshops with Union staff in January, student leaders in February and University staff

## Block Grant negotiations

January-March

Timelines were agreed with the University. Overall approach is set with core and project based funding negotiations

## Business Planning

March-June

Outline plans for new service areas are set as part of union extension works. Detailed business plans to be undertaken and agreed with the board

# Mission, Vision & Values

## Mission:

***The Students' Union's purpose is to be the voice of students at Manchester, effecting change and enriching student life together.***

## Vision:

***For all students to feel part of the Manchester community where they can develop, prepare for their future and can make a difference in the world around them***

## Values:

Student Led  
Diverse and Liberating  
Inclusive and Open  
Ethical and Have Integrity  
Creative and Fun  
Ambitious and Striving for Excellence



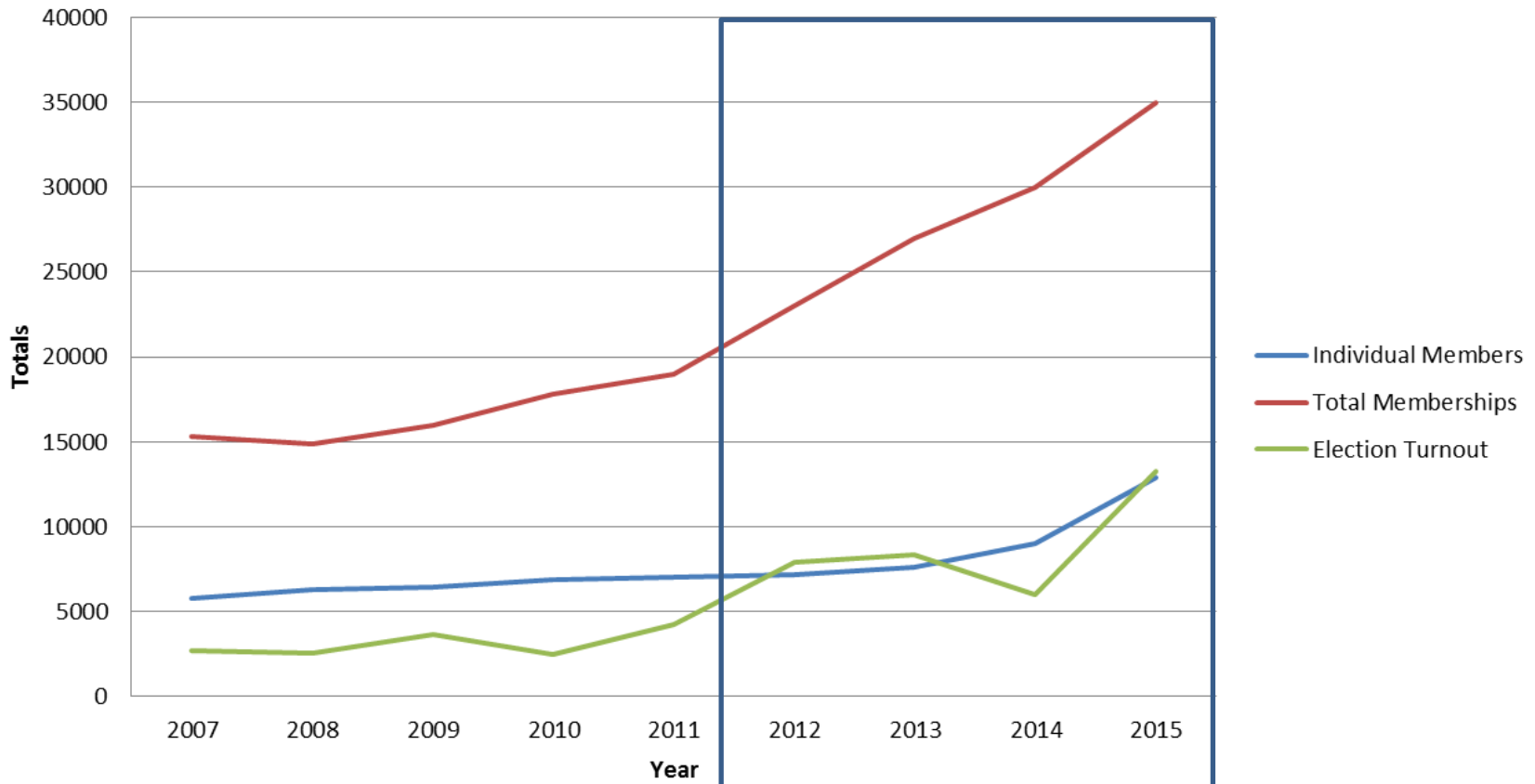
# *Setting the scene*

- Analysis of where we are as an organisation
- What are our ambitions?
- Purpose of strategic analysis and planning
- What are our big drivers of change?
- Our themes for the years ahead



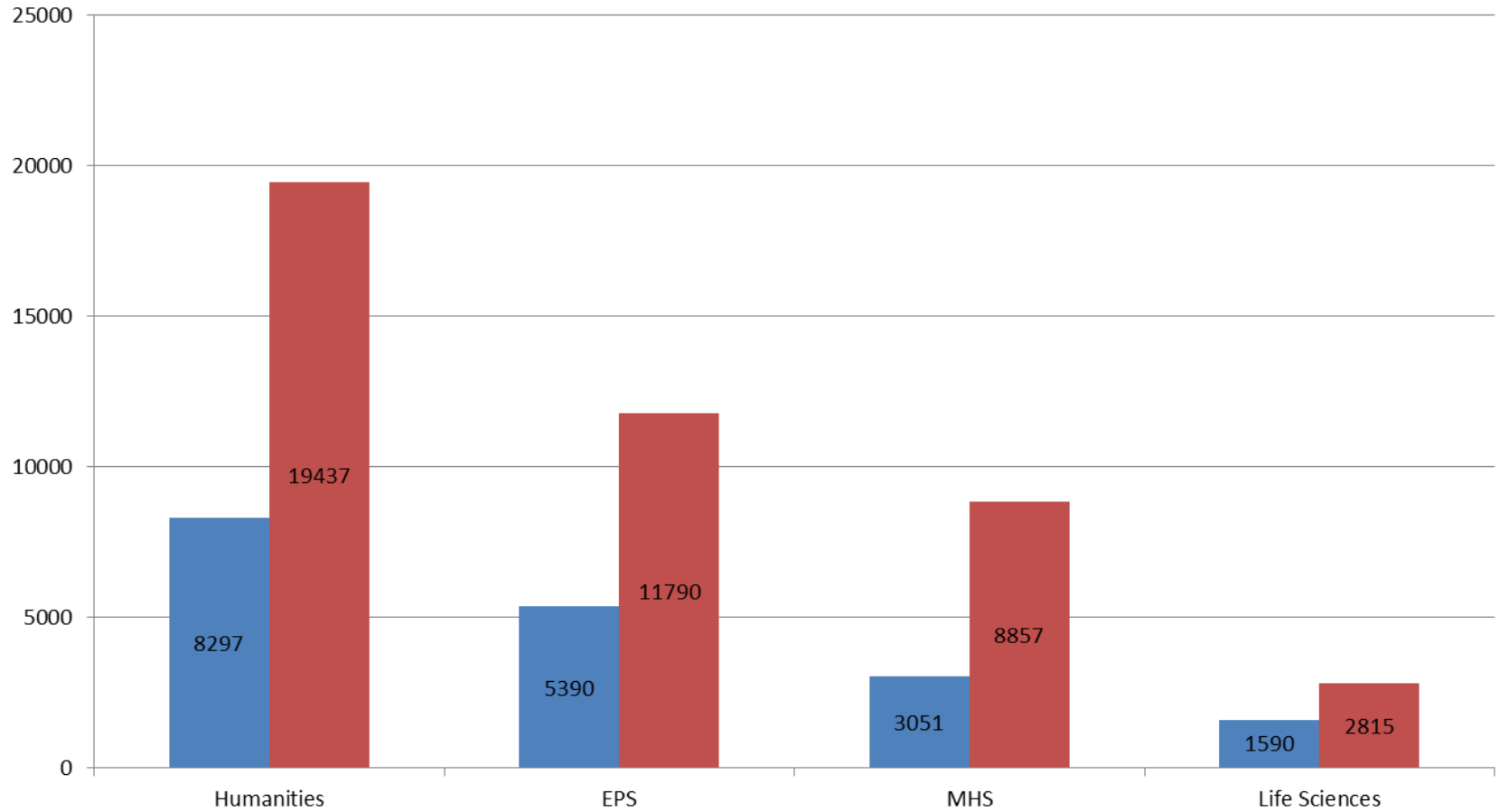
# Progress

## Student Participation Growth



# Progress

## Involvement by faculty





## *Our Research & Insight*

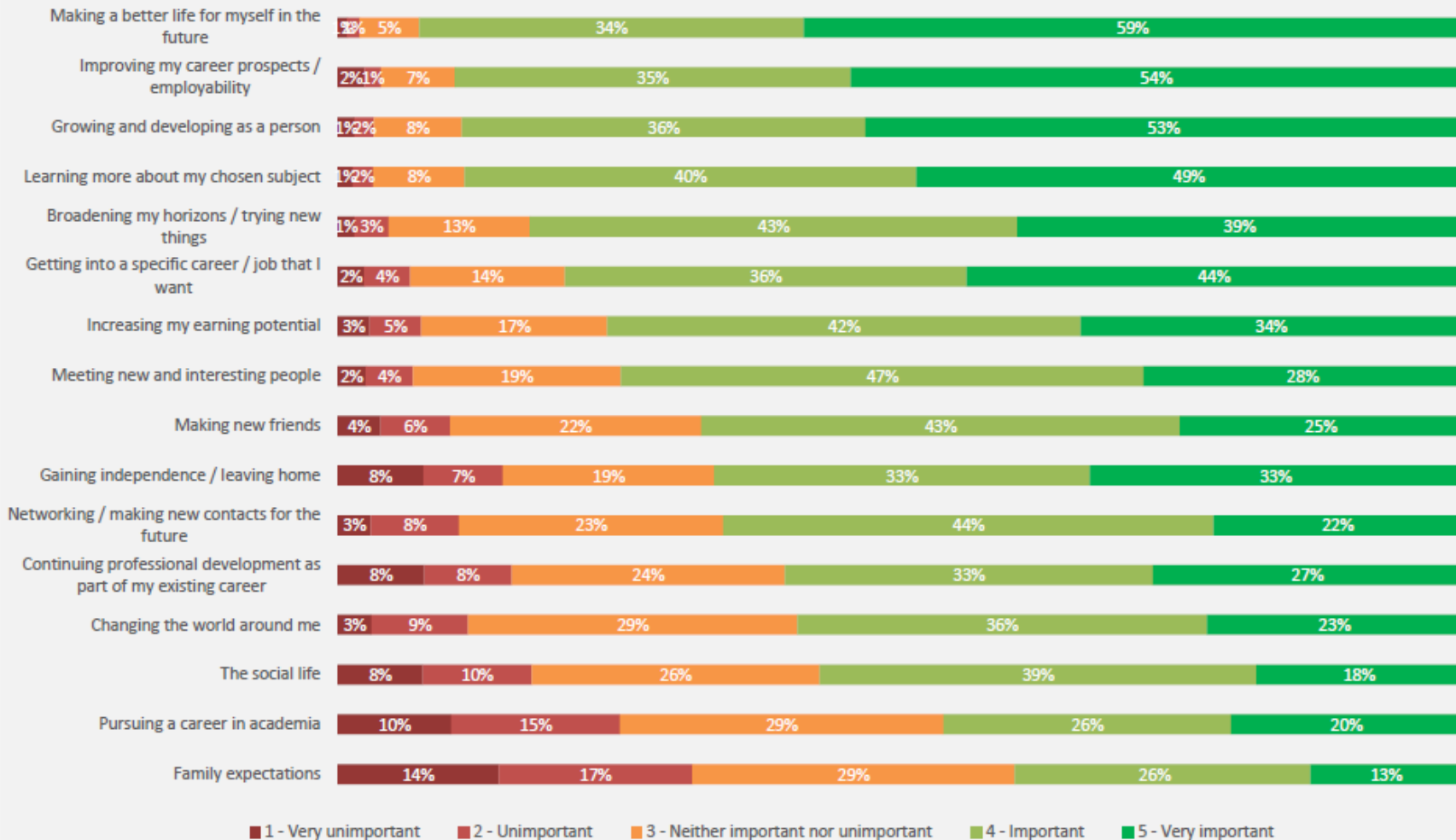
- Commissioned Alterline to undertake large piece of stakeholder research
- Over 5000 students representing the demography of the institution
- Strategic Analysis document 'becoming bolder' published and consulted on
- Benchmarking across the sector
- Use of Quality standards



# What our students said

The following list details reasons why people might come to university. How important are these reasons to you?

Base: 4624. All students who answered the survey.

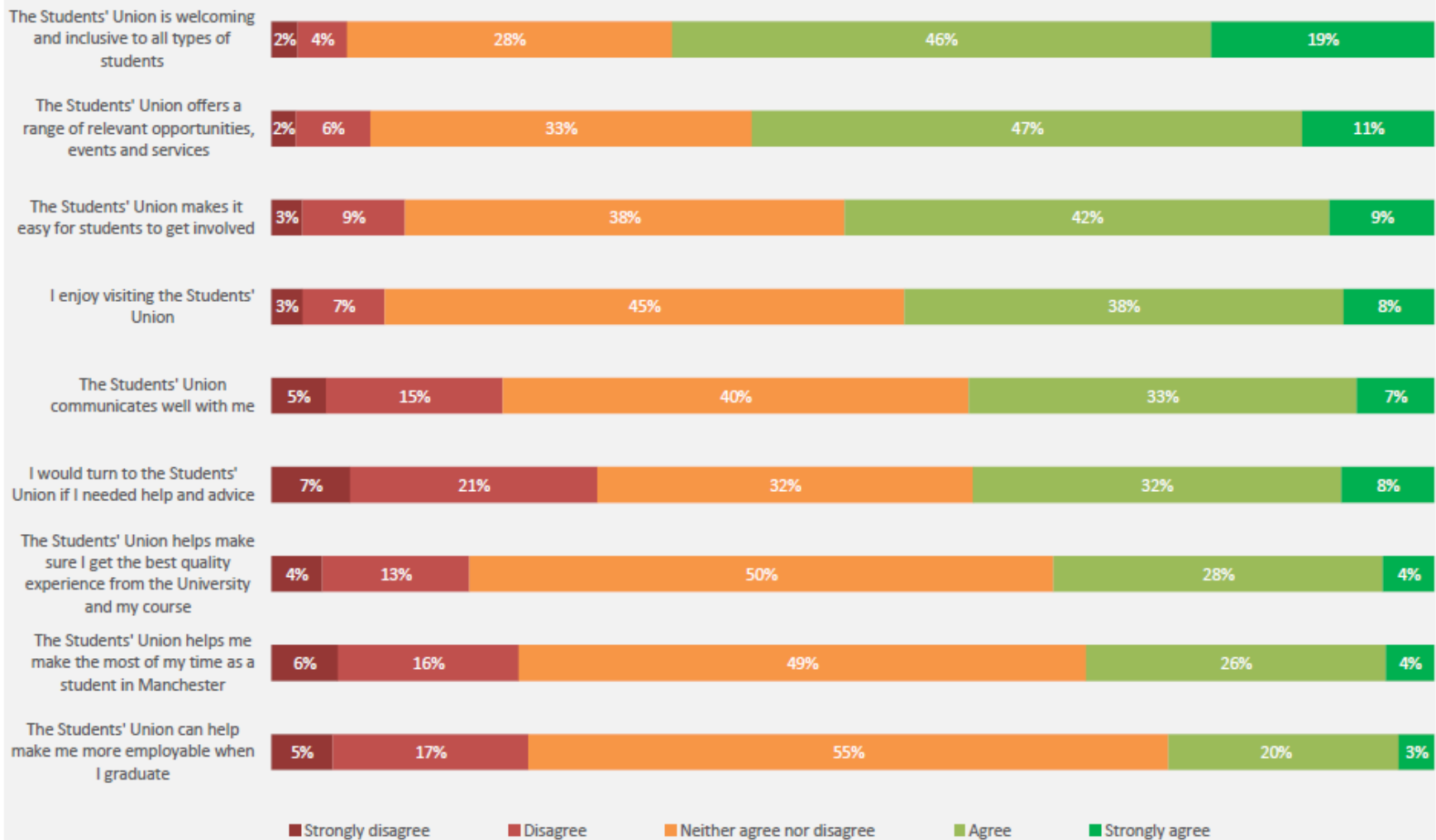


1 - Very unimportant    2 - Unimportant    3 - Neither important nor unimportant    4 - Important    5 - Very important

# What our students said

To what extent do you agree or disagree with the following statements?

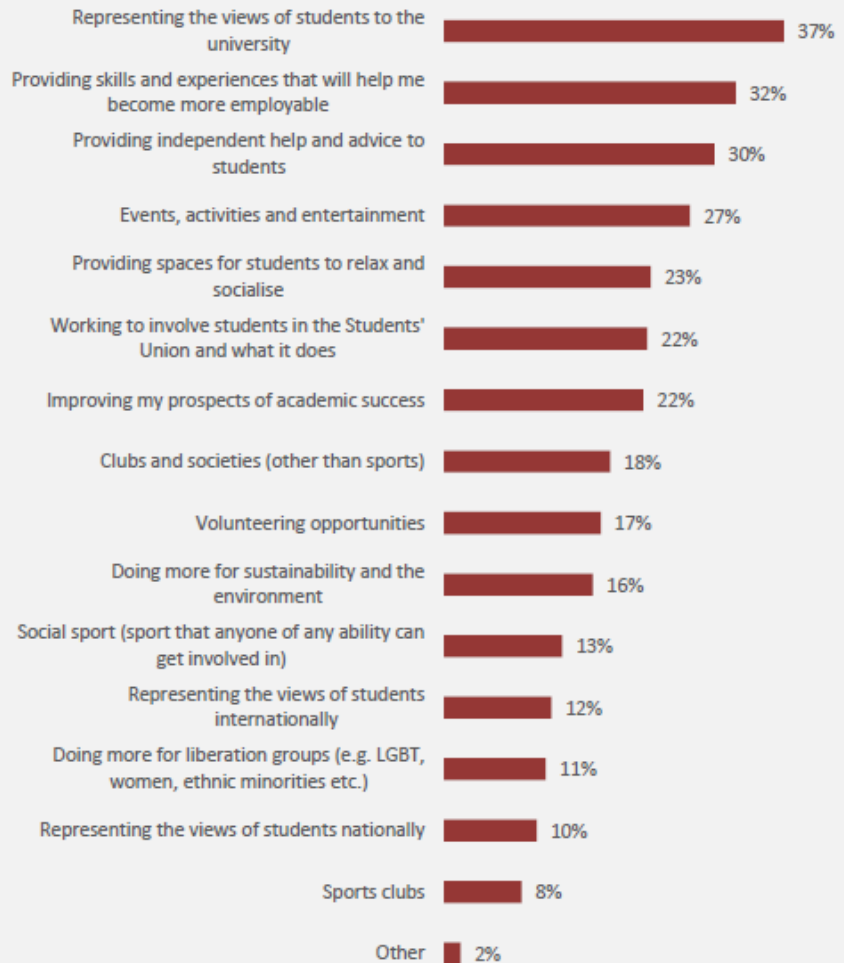
Base: 4624. All students who answered the survey.



# What our students said

- Our students are academically focused and they want the union to do more to help shape their academic experience
- Time is a barrier to participation in the union and therefore we need to consider how to develop activities which are easy to participate in, appeal to diverse groups and don't need a massive time commitment
- Our communication and engagement with students to understand the breadth of our offer is poor and needs a step change over the coming years
- Our engagement with Postgraduates, distance learners and other non-standard modes of study is poor and needs a quick, relevant strategic response.
- Our events and entertainment programme needs to diversify and improve
- Students want to feel more connected to Manchester and everything it offers

What do you think the Students' Union TOP THREE priorities should be for the future? Please tick three options.  
Base: 4624. All students who answered the survey.



# *Changing profile of students and their needs*

- Brand of UK HE
- Student number changes at UoM and their demographic/mode of study profile
- Rise of mission groups
- Expectations of Gen Z
- Race Equality work
- Students as partners and involvement in feedback etc.



# *Imperative to fully embrace digital media*

- Mobile access to the internet
- E-commerce
- MOOCS & distance learning growth
- Student communication methods
- Information consumption
- Online campaigning & 'clicktivism'
- EPOS data



# *Building a sustainable organisation*

- Uncertainty in the Green Paper
- Turbulent recent financial history
- Block grants vs. comparator group
- Interest in co-operative principles
- Change in live music landscape in Manchester
- Student-led enterprise
- Talent development
- Partnership or delivery of University services & collaboration
- Pension scheme
- Voluntary membership?



## *Need to prove we are the experts on students*

- Utilisation of data and evidence to empower student reps at all levels
- Establishment of insight function and its purpose
- Changes in Quality Assurance framework for HE
- Ensuring student-led representation can flourish against other methods
- Attitudinal segmentation
- Changes to NSS and focus on student engagement
- Monetising our insight work





# *Changing participation & Community building*

- Student attitudes to debt
- Participation growth in societies
- Alcohol consumption
- Experiential events & festivals
- Student part-time employment
- Growth in episodic 'give it a go' programmes
- Participation by faculty
- Employability
- Electoral politics and civic education

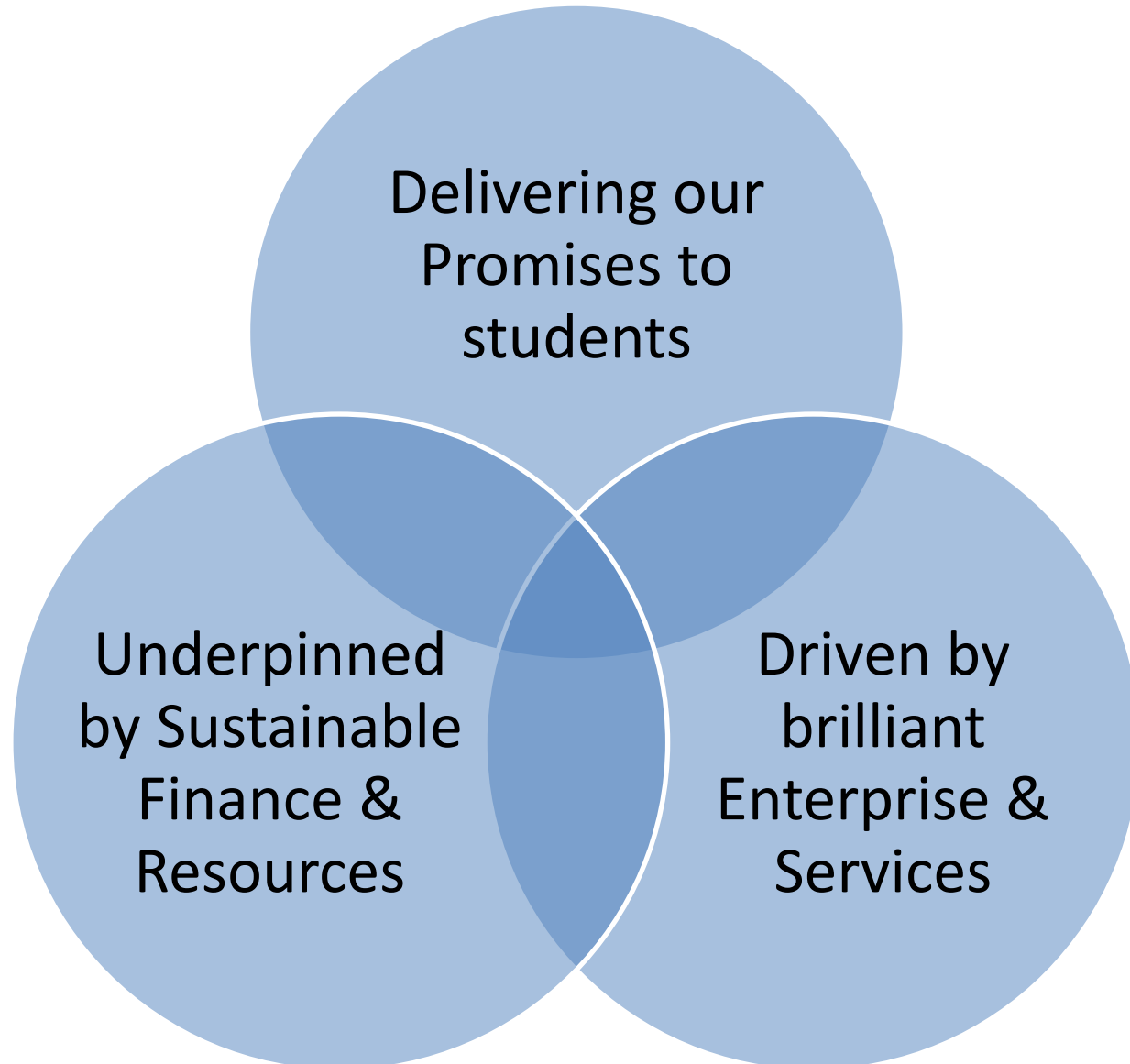


## *Change in commercial trends locally & nationally*

- Location and price competition
- Change in national purchasing trends
- Growth in food provision and style
- Live music in Manchester and the 'squeezed middle'
- External partnerships
- Financial contribution of our services
- Spend on leisure activities is increasing



# *Our response*



# Our response

## STRATEGIC THEMES

**We'll help you make the most of your time as a student**

**We'll help you get the best future**

**We'll help you discover and connect with Manchester**

**We'll help you understand and change the world around you**

**We'll build a truly outstanding Students' Union**

## PROGRAMMES OF WORK

- Empower you to shape your academic experience
- Make it easy to get involved in activities which fulfil your passions
- Build communities & networks which will help your student life

- Create the best skills development programme for you
- Develop brilliant part time work opportunities
- Develop our advice & Wellbeing services to ensure you are set for the future

- Help you get to know the City & its opportunities
- Help you engage with the City through positive community action
- Help you have an amazing social life

- Help you create change and have a sense of social justice
- Embed liberation & diversity in everything we do
- Develop alternative models using co-operative principles to help fulfil your needs

- Develop our people and our physical facilities to transform our Union
- Become the experts on our students and amplify their voices
- Transform our digital capacity and ensure online delivery of our services

# Our Students

## SEGMENT

**Ambitious  
Socialites**

**17%**

**Motivated  
Careerists**

**19%**

**Creative  
Adventurers**

**26%**

**Independent  
Academics**

**15%**

**Traditionalists**

**24%**

## WHAT ARE THEY LIKE?

- Value living an enjoyable, leisurely life
- Enjoy drinking in pubs and bars and going to nightclubs
- Come to university to improve career prospects and to leave home

- Ambitious group who want to earn lots of money
- Want to improve their earning potential and professional development
- The university of Manchester appeals because of its reputation

- Imaginative, daring and creative people
- Give their time to hobbies and volunteering
- Inspired to change the world around them, keen to meet new people and try new things

- Worried About Balancing Their Course With Other Responsibilities
- Satisfied With Their Course And Making New Contacts For The Future
- Spend Their Time Doing Household Chores Or In Paid Employment

- Want social recognition and admiration and place importance on traditions
- Have limited responsibilities outside of university and are trying to meet family expectations
- Followed someone they know to the university of Manchester

# Thank You

