



HULL UNIVERSITY UNION **3 YEAR STRATEGY 2009-2012**

Overview

This strategy covers the next three academic years from 1st August 2009. It represents our aspirations to meet the revised objects in our new Constitution as we move from an exempt to a registered charity.

The timescales to meet our aspirations may have to be amended depending on the resources available to us given the current economic climate and the funding from the University. Our quantified annual Operational Plans are laid out in a separate document. We shall test these Operational Plans each year against this Strategy.

Our Objects

The purpose of Hull University Union is the advancement of Education of students at the University of Hull. It will achieve this by:

- (1) Promoting the interests and welfare of students at the University of Hull during their course of study and representing, supporting and advising Members.
- (2) Being the recognised representative channel between students and the University and any other external bodies.
- (3) Providing cultural, social, sporting and recreational activities, opportunities to volunteer in the community and forums for discussion and debate for the personal development of its Members.

Our Vision

Our vision is that we aspire to be one of the leading Student Unions in the country which we shall measure by being accredited with a Gold Award in the Student Union Evaluation Initiative (SUEI) by the end of 2012.

Our Mission

"In everything we do, HUU will be our members 1st choice every time".

We have a wide range of services and a diverse student membership. We seek to have our members choose to use our services before others.

Our Values

Safety and security	Our premises and services will be open to all members without fear or favour.
Diversity and equality	We shall welcome all members and treat them all equally as a member.
Democracy	Our members will have ownership of the organisation.
Representing	We shall support our members when they need help.
Quality	We shall aim to do the best we can in everything we are involved in.

Key Success Factors

Our charity staff will align their individual objectives against these:

1. To strive to be a truly democratic organisation; one where its members have influence over the facilities and services provided and can determine future events.
2. To provide effective support and accurate, impartial advice to individuals and groups.
3. To represent effectively members within H.U.U, the University and the community of Hull and in the National arena.
4. To encourage member participation at every level by providing:
 - a wide range of opportunities in a safe environment;
 - appropriate training development and recognition for skills learned and tasks achieved.
5. To invest continually and expand our services to meet the needs of our members, to better our competitors and, at all times, to provide the best possible value for money.
6. To recruit, train, develop and retain staff who have the skills and aptitude appropriate to the job they undertake and also appreciate the ethos of H.U.U.
7. To improve continuously everything we do.

The Seven Principles of Life at HUU (after the Nolan Report)

(Relating to members of UEC and Heads of Department)

1. Selflessness

They should take decisions solely for the benefit of HUU. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

2. Integrity

They should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.

3. Objectivity

In carrying out HUU business, including making appointments, awarding contracts, or recommending individuals for rewards and benefits, they should make choices on merit.

4. Accountability

They are accountable for their decisions and actions to HUU members and must submit themselves to whatever scrutiny is appropriate to their office.

5. Openness

They should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider membership interest clearly demands.

6. Honesty

They have a duty to declare any private interests relating to their HUU duties and to take steps to resolve any conflicts arising in a way that protects the interests of HUU.

7. Leadership

They should promote and support these principles by leadership and example.

Strategic Aims

To deliver our objects, our strategy is split into 4 distinct areas (the Zones) with environment, communications, human resources and financial strategies applicable to all areas. Wherever possible, our aspirations link in with the applicable University strategy.

In the context of this plan, membership participation in HUU is defined by a member who actively seeks participation in the organisation by joining a club, society or standing committee, becomes a course representative or volunteer in services provided by HUU. In addition, a member who votes in HUU elections, stands as a candidate or joins a campaign run by HUU (eg policy, liberation or NUS campaigns) shall be considered to be participating.

A. GOVERNANCE

1. Governance Vision

Our vision is that the our members, the University and Charity Commission will recognise HUU as a well managed charity which is meeting its objectives and the needs of the membership, both now and in the future.

2. Main Aims

We shall meet this vision by:

- 2.1 Having a strategic plan in place which ensures our financial stability.
- 2.2 Having a Constitution which is fit for purpose and meets the requirements of our members, , the University and the Charity Commission
- 2.3 Managing risk to ensure our aims can be met.
- 2.4 Monitoring satisfaction of our members and staff and acting upon feedback.
- 2.5 Informing our members, staff and stakeholders of our performance and impact.
- 2.6 Ensuring resources are applied fairly across our objectives and campuses.
- 2.7 Ensuring regular reviews of strategy take place to promote continuous improvement.

B. EDUCATION

1. Education Vision

Our vision is that our membership and the University will recognise that HUU influences the quality of education and student academic experience at the University of Hull.

Main Aims

We shall fulfil the vision by:

- 1.1 Working with the University, to help inform the delivery of the Learning and Teaching Strategy.
- 1.2 Having an effective academic representation system in place administered by HUU which contributes to quality improvements at every level.
- 1.3 Providing appropriate advice for individuals and groups of students on academic issues.
- 1.4 Enhancing student informal learning and extra curricula experiences.

2. Implementation

2.1 Working with the University to deliver the Learning and Teaching Strategy

Aspects of the University's strategy which have direct relevance to the work of HUU are listed below:

2.1.1 "To value formal learning as part of the broader student experience."

- 2.1.1.1 developing enterprise, entrepreneurship and employability;
- 2.1.1.2 promoting cultural and social awareness;
- 2.1.1.3 providing opportunities to participate in voluntary activities;

2.1.2 "To provide fair access and increased participation."

- 2.1.2.1 develop effective information, advice and guidance to enhance retention and completion;
- 2.1.2.2 developing effective partnerships with educational providers in our region.

2.1.3 "To enrich our learning environment."

- 2.1.3.1 continuing to improve the physical infrastructure of our campuses.

2.1.4 "To ensure staff and students benefit from sharing of good practice."

- 2.1.4.1 participation in department activities.

2.1.1 HUU responses to these Strategy Objectives

2.1.1.1 Enterprise

We shall work closely with the Careers team and the Enterprise Centre and develop a plan to promote student entrepreneurship.

Employment Opportunities and Development

In 2006, we took the decision to use only students as temporary staff. Up to 120 students are employed at any one time. They have access to training and personal development. We intend to continue with these areas of employment development opportunities.

2.1.1.2 Promoting Cultural and Social Awareness

Our International Students Association (ISA) will take the lead in this area. They are an active and social society organising many popular trips and functions. The membership includes a sizeable proportion of UK students. We plan to continue to encourage this.

We shall aim for a minimum of 1500 members every year and over the period of the plan will implement those areas of best practice not already in place as identified by the NUS's Internationalisation Strategy.

Results and feedback from each period of assessment of the International Student barometer will drive our operational plans.

We shall continue to promote cultural awareness through a planned events calendar, e.g. Black History Month, One World Week, Culture Night.

Alcohol Issues

Our members use University House as a centre for socialising. We shall continue with our responsible attitude to and awareness of alcohol and its potential misuse. We shall continue with our very successful Best Bar None accreditation entering both the National Schemes (sponsored by NUS) and the local scheme (sponsored by Humberside Police).

2.1.1.3 Providing Opportunities to Volunteer

Each of the 4 zone strategies describe opportunities to volunteer.

2.1.3 Provision of Fair Access and Increased Participation

2.1.2.1 Advice and Guidance

Our Advice Centre provides comprehensive advice and signposting to our students. Our advice empowers our clients to act for themselves, in itself an important part of individual learning. Our

work on debt management and finances, particularly benefits, is instrumental in retention and completion. Advice on debt is expected to increase in the medium term and this may need to be covered by extra resources. We plan to continue with this for the period of the plan.

2.1.2.2. Developing Effective Partnerships

In 2007/08, the VP(Academic Representation) was involved in working with students in the Federation of Colleges to help develop representation and Student Union administration. As our focus for existing resources is in developing this plan, where the focus will be on the Hull and Scarborough campuses, we will be unable to develop these links without additional resource.

2.1.4 Enriching our Learning Environment

2.1.4.2 Physical Infrastructure

Informal learning environments have been introduced into University House with wifi areas throughout the building and the creation of comfortable internal and external seating areas. Future developments of the first and second floors will provide the next opportunity for appropriate informal learning areas. By the end of this plan period, we expect to see the second floor refurbished by the University (summer 2010) and plans for the first floor approved for investment in 2012. Lack of available space at Scarborough limits us in this area of development.

2.1.5 Benefits from the Sharing of Good Practice

2.1.5.2 Participation in Departmental Activities

There are currently 12 Union societies based around departments. We aim to develop these within our available resources over the period of this plan.

We shall assist the University in the marketing and promotion of the NSS to ensure participation is maximised.

2.2 Developing an Effective System for Academic Representation

Our academic rep system will be effective if:

2.2.1 Individual course representatives know what is expected of them by their course colleagues and HUU and contribute to making improvements in their departments.

2.2.2 There is support to enable expectations to be met.

2.2.3 There are opportunities to share best practice in terms of representation across the University.

We intend to accomplish this over a 3 year timescale by:

2.2.4 Greater involvement in the representative election process. This is being trialled in Scarborough in 2008/09 and will operate again in 2009/2010.

2.2.5 Devoting increased resources to the administration of the system subject to additional funding. This will include a staff administrative assistant and student representative coordinators – a model that has been successful in Sheffield Students' Union.

2.2.6 Devoting more time to research (both desk and face to face interviews) by the Academic Adviser to identify areas of focussed activity for the VP(Education) and the representatives to improve quality.

2.2.7 Having action plans at Faculty and University level which are regularly scrutinised at the Education Zone Committee meetings and are directed by the results of the NSS.

2.2.8 Ensuring representatives have the skills and information to regularly contribute to Departmental, Faculty and Senate meetings in a positive and informed way.

We shall measure our success directly through the feedback from satisfaction surveys and indirectly through NSS result improvements. We shall also use the implementation of our recommendations in the Student Written Submission as a further measure of effectiveness.

This was a major area for development required to gain a Gold award for SUEI.

2.3 Providing Appropriate Advice

The Advice Centre will continue to give academic advice to Course Representatives, those referred to it by the representatives and students who "drop in" for advice. Currently one Adviser focuses on academic advice although covers general advice in addition. We plan to have this Adviser specialise in academic advice and research (see 2.2 above) and subject to resources.

To enable the objectives of our Education Strategy to be met, our resources will need to be increased to meet the increased workload and planned activity. Regular statistics will be produced (using Advice Pro) to identify the types of advice required and to focus future plans and action. All clients will be asked to complete quality assessment surveys and we shall act on the feedback.

2.4 Enhancing students informal learning and extra curricula activities

There are a number of strands to developments in this area.

2.4.1 Enterprise (see 2.1.1.1 above)

2.4.2 Cultural Awareness (see 2.1.1.2 above)

2.4.3 Volunteering (see 2.1.1.3 above)

2.4.4 Continued development of societies and individuals (including those mentioned in 2.1.4.1).

2.5. General

Having an Education Office area which is prominent in University House and at Scarborough will be an important part of meeting our vision.

C. COMMUNITY

1. Community Vision

Our vision is that Hull University Union makes a positive impact in the Community, both on and off campus and that we engage and work with the University and the local community to the benefit of the students at the University of Hull.

As part of our major governance review in 2008, we have placed greater emphasis on Community issues through the new position of Vice President Community who will oversee all areas of this strategy along with the designated Community Zone.

We shall fulfil this vision **on campus** by:

1.1 Developing the student community through clubs, societies, media, cultural diversity and greater local awareness.

We shall fulfil this vision **off campus** by:

1.2. Acknowledging that the local community can benefit from the large student population primarily through volunteering.

1.3 Ensuring there is a good standard of living for students within the local community.

1.4 Strengthening the relationship between the students of Hull University and community groups and local residents.

1.5 Supporting the University's mission to continue to play an active role in the civic, cultural and intellectual life of the locality through partnership working.

Our Marketing team will promote our work and liaise closely with the University's MARCOMS team to maximise PR for the Union and the University while developing a unique union strategy, not in opposition to the University.

2 Implementation

On Campus

2.1 Developing the student community through clubs and societies, media and cultural awareness.

The focus of our **on campus** activity will be to provide the best possible non academic experience for our members. Much of our planned activity will give our members the opportunity to develop their transferable skills. Appropriate training will be given in areas such as safety, managing meetings, finances and organising trips. We shall promote the benefits of participation at our Welcome Week Bazaars, Refreshers Fairs at the start of Semester 2 and ongoing through the Student Activities and Volunteering Hubs. We shall focus on 4 areas: clubs, societies, media, cultural awareness and volunteering.

2.1.1. Societies

Whilst clubs and Society numbers are continually expanding at both campuses, the focus will be on promoting activity in each society rather than increasing the number of societies.

We shall consider all new opportunities to take account of changes in student demand. Wherever practical, we shall aim to broaden the activities available.

The Student Activities Centre (SAC) will be a respected hub for societies to gather information, advice and guidance. We shall support the activity with designated staff to help students operate their societies safely and effectively. We shall promote activity trials for those students reluctant to take part in established groups through various activities both on and off campus.

2.1.2. Media

In addition to our staff managed communication strategy, we shall focus on 3 areas of media: print, radio and web.

Our student magazine **Hullfire** and radio station **Jam** will continue to give opportunities to students on Hull campus who wish to develop their media skills – journalism, presenting, editing and producing. BassMent! will provide similar services to students in Scarborough.

Hullstudent.com is a serious tool for communication with all Societies, Sports' Clubs and Union Services. Resources permitting, we shall continue to develop the site making use of all the planned and existing modules. We aim to be the most visited site on the BAM

network by remaining relevant to our membership. Clubs and societies will be encouraged to use hullstudent.com to host their own mini site.

2.1.3. Developing Cultural Awareness

Our International Students Association (ISA) will take the lead in this area. They are an active and social society organising many popular trips and functions. The membership includes a sizeable proportion of UK students. We plan to continue to encourage this.

We shall aim for a minimum of 1650 members every year and over the period of the plan will implement those areas of best practice not already in place as identified by the NUS's Internationalisation Strategy.

We shall continue to promote cultural awareness through a planned events calendar, e.g. Black History Month, One World Week, Culture Night in conjunction with the Welfare Zone. Societies under the cultural banner should also play a part by liaising with the ISA. Cultural diversity shall also be developed by inaugurating relevant projects in the University, the local and national stages.

Off Campus

2.2 Overview

With the expansion of Universities, surrounding areas have become dominated by students with the term "studentification" being used to describe this effect. Universities UK have identified the issues caused by studentification and described them in recent publications (2008, 2009). The issues, positive and negative, have been grouped into 4 areas; social, cultural, physical and economic. This plan addresses how we can improve on the positive and mitigate the negative issues in areas we can influence.

2.2.1 Positives - Social

"Student volunteering makes an important contribution to many aspects of social life"

2.2.2 Negatives Social

"Increase in low-level anti-social behaviour"

"Concentration of vulnerable young people with low awareness of security and highly attractive possessions leading to increased levels of crime. "

2.2.3 Physical

"Reduction in quality of housing stock and neglect of external appearance to properties including gardens, due to lack of investment by absentee landlords".

“Increase of squalor (litter/refuse), as infrastructure is designed for lower density usage, low awareness of refuse collection arrangements and different conceptions of what is tolerable”.

2.3 Acknowledging that the local community can benefit from the large student population primarily through volunteering projects.

2.3.1 Our aim will be to provide a wide range of volunteering opportunities for students and staff. We shall provide this through two main channels – referrals to other organisations and through our own projects organised through HUSSO.

2.3.2 We aim to have at least 500 students signed up and volunteering by the third year of this plan. We aim to have at least 40 referral partners and 10 own projects in place each year.

2.3.3. Appropriate training will be given including Child Protection to ensure all volunteering is carried out in a safe manner. We shall continue to be registered with the Criminal Records Bureau and Independent Safeguarding Authority to enable us to carry out our own checks.

2.3.4 We intend to reward our volunteers through the Highlights Volunteer Accreditation Scheme. The scheme is intended to help student volunteers across all areas enhance their employability and enable them reflect their skills and achievements effectively on their CVs and at interview. A trial will start in October 2009.

2.4 Ensuring a good standard of living for students within the local community

Our main objective in this area will be to provide accurate information and advice to our members to enable them to make informed choices on where they choose to live and how best they can fit in with the local community.

2.4.1 Hullstudent.com will have a minisite dedicated to housing and accommodation information and issues.

2.4.2 We shall take part in the Scheme with the objective of implementing our proposed changes to improve its effectiveness and impartiality. We are concerned that there are still landlords whose management and standard of property need to improve.

2.4.3 Students will be encouraged to use the Advice Centre for help and housing advice. We shall publish and keep up to date a housing guide on hullstudent.com. It will contain advice about their responsibilities in the community.

2.4.4 We shall organise campaigns that improve the acceptance of students in the community.

2.4.5 We have expressed concern about the use of city centre residences particularly for 1st years. We shall give students information and guidance so they can make an informed choice.

2.4.6 We shall campaign for social improvement eg street lighting, lower bus prices and the quality of the local environment.

2.5 Strengthening the relationship between the students of Hull University and community groups and local residents

Many of the above volunteering and also welfare campaigns are appropriate to these relationships but in addition crime awareness days will be held. Each year will have a campaign plan to tackle the issues of the day. Student attendance at local ward forums will be compulsory in order to gain awareness of local issues. Inviting the Lord Mayor and local councillors on to both campuses will be a priority.

We shall aim to give a minimum of 50% of money raised by RAG to local community charities.

Alcohol Issues

Our members use University House as a centre for socialising. We shall continue with our responsible attitude to and awareness of alcohol and its potential misuse. We shall continue with our Best Bar None accreditation entering both the National Schemes (sponsored by NUS) and the local scheme (sponsored by Humberside Police).

2.6 Supporting the University's mission to continue to play an active role in the civic, cultural and intellectual life of the locality through partnership working. (see 1.5)

We shall help the University achieve its mission. The following whilst not exhaustive are examples of our contributions

2.6.1 Attracting fresh talent to the region through recruitment of high-quality staff and students.

HUU prides itself in our ability to recruit talented staff. We shall continue to do this by building on our current strengths based talent selection methods and being an employer of choice.

2.6.2 Providing the opportunity to develop entrepreneurial skills through taught modules.

We shall work closely with the Careers team and the Enterprise Centre and develop a plan to promote student entrepreneurship.

2.6.3. Ensuring that the University's recognition and reward systems value contributions to knowledge transfer.

Our own new Highlights accreditation scheme will assist students to realise the value of transferrable skills and reward them appropriately with certificates at an annual recognition ceremony. We shall continue with our successful formula inviting a local MP to present the awards.

2.6.4 Developing an extensive, diverse programme of public lectures, drama and music performances

HUU Drama Society run their own productions in-house several times per semester ranging from Gilbert and Sullivan to John Godber and Shakespeare which are widely attended. Societies and HUU also run many events which are attended by members of the community. E.g. jobs bazaars, domestic violence conference, fair trade events. We intend to continue with this work.

Linked to section 4.5 of the University Strategic plan regarding Partnership working are:

2.6.5 Strengthening and formalising our links with schools.

HUU have been successful at this through the Sport Development function with more work planned on the Football Foundation and also work experience programmes are participated in at the Sports and Fitness Centre and Marketing department. We shall continue to support this following the transfer of the SFC to the University.

2.6.6 Engaging extensively in partnership with employers and representative bodies.

Networking is undertaken at HUU as part of our ongoing Investors in People commitment via regular meetings and training sessions with other businesses, attending the Humber Business Forum every 8 weeks, close involvement with NASES and Yorkshire Job Shops via the Job Exchange and Advice Centre links and networking via CAB, RAWs etc.

2.6.7 Strengthening our alliances with local authorities across the locality.

We have been successful in forging a close relationship with East Riding College with weekly basic skills for life classes being held in the Union and appearance in their magazine in 2009.

We intend to continue and develop all this work.

D. WELFARE

1. Welfare Vision

Our vision is that our membership and the University will recognise that HUU influences the quality of welfare and equality support within the student population of the University of Hull.

Main Aims

We shall fulfil this vision by:

- 1.1 Working with the University to help deliver the key objectives of the Student Support Services.
- 1.2. Focused Welfare and Equality awareness campaigns targeting key issues that affect the student experience.
- 1.3. Working towards equal rights for all students at the University of Hull
- 1.4 Promoting active student involvement and interaction in welfare aspects of the student experience.

2. Implementation

2.1 Working with the University to deliver the key objectives of the Student Support Services

Key objectives from the Student Support Services which have direct relevance to the work of HUU are listed below:

- 2.1.1 "To enhance and support the Student Experience."
- 2.1.2 "To support the retention of students."
- 2.1.3 "To continue to research and further develop and extend support mechanisms for part-time and mature students."
- 2.1.4 "To continue to develop and enhance student welcome, induction and orientation processes."
- 2.1.5 "To continue to investigate closer links with academic departments in supporting students."
- 2.1.6 "To enhance the pastoral care role and consolidate feedback mechanisms."
- 2.1.7 "Progress the Student Safety agenda."
- 2.1.8 "Ensure fit for purpose services at the Scarborough Campus."

2.2 HUU responses to these key objectives

2.2.1 "To enhance and support the Student Experience."

Welfare and Equality awareness campaigns will run regularly throughout the academic year. The Advice Centre also provides an easily accessible service that offers students help and information on matters that affect the student experience.

2.2.2 "To establish and monitor performance level standards."

The Advice Centre will periodically measure levels of service and performance, and gather information on any trends that may effect the student experience in the future. The Advice Centre intends to be accredited by the Community Legal Service.

2.2.3 "To support the retention of students."

HUU's work on debt management and finances, particularly benefits, is instrumental in retention and completion. We also provide new students with a "friendly face" through our "Adopt a Fresher Campaign" during the first few weeks and provide online advice and help during exam periods. We intend to continue with this work over the period of the plan. We shall recognise the recommendations outlined the annual "drop out" survey and adjust our operational plans accordingly.

2.2.4 "To continue to research and further develop and extend support mechanisms for part-time and mature students."

HUU is aware that historically its focus has been on "traditional" students; mainly undergraduate students aged 18-23. We intend to address this. We are keen to continue our current initiatives to help develop support mechanisms for "non-traditional" students. Latest research by Professor Claire Callander of Birkbeck College, an expert researcher into part time students, has found the only way to receive feedback from part time students is through telephone surveys. We shall build a telephone survey into the communications plan (resources permitting).

2.2.5 "To continue to develop and enhance student welcome, induction and orientation processes."

Start of year activities are traditionally strong areas for HUU. Many social events are offered to welcome new and returning students. However, HUU does recognise the need for more non commercial activities to take place. We shall continue with our "adopt a fresher" activity and enhance our non-commercial welcoming activity, paying particular attention to our international students.

Alcohol and Drug Issues

Hull Campus

Our membership use University House as a centre for socialising. We shall continue with our responsible attitude to and awareness of alcohol and its potential misuse. We shall continue with our Best Bar None accreditation entering both the National Scheme (sponsored by NUS) and the local scheme (sponsored by Humberside Police). We shall avoid the use of cheap alcohol promotions. We shall continue with our membership of Clubwatch and work with the police to minimise the use of illegal substances on our premises.

Scarborough Campus

We shall continue with our responsible attitude to and awareness of alcohol and its potential misuse. We will seek to have a voice on the town's pub watch meetings and work closely with those clubs and bars that are frequently used by students.

2.2.6 "To continue to investigate closer links with academic departments in supporting students."

Please see Education Strategy 2.1.4.1 Participation in Departmental Activities.

2.2.7 "To enhance the pastoral care role and consolidate feedback mechanisms."

HUU has been working in partnership with the University to improve this area through the development of easy and accessible communication between students and pastoral carers. However, this will be an area for further development.

2.2.8 "Progress the Student Safety agenda."

HUU has worked with the University through the Student Experience Committee to tackle the issue of student safety on and off campus. We shall continue to support the Police and Community Wardens in and around campus.

2.2.9 "Ensure fit for purpose services at the Scarborough Campus."

HUU's development of Union Services at Scarborough has enabled it to provide an outreach programme for Scarborough students. This has developed over the past three years which has seen access to the Advice Centre increased through the use of technology and drop in sessions. However, provision of advice has been difficult at Scarborough. Overlap has occurred with the University provision and, on occasions, has caused confusion. Our role will be to provide all academic advice when normal mechanisms (e.g. tutors) has failed to resolve issues. We shall achieve this through regular visits of Advice Centre staff to Scarborough.

2.3 Focused Welfare and Equality awareness campaigns targeting key issues that affect the student experience

HUU runs many awareness campaigns on Welfare and Equality issues. However, improvements in the planning and effectiveness of these campaigns need to be improved. HUU aims to achieve this by:

- 2.3.1 Setting up project team/s for each awareness campaign using a combination of elected officers, volunteers and HUU staff with the Welfare Zone co-ordinating the activities.
- 2.3.2 Monitoring the impact of each campaign through feedback sheets, focus groups and questionnaires after the campaign has finished.
- 2.3.3 Producing marketing and publicity for each campaign resourced through the Marketing Department and given an equal priority to other events both commercial and non-commercial.
- 2.3.4 Working in partnership with the University on the development of new, appropriate awareness campaigns identified in the various welfare/student service committees.
- 2.3.5 Reviewing campaigns at the budget round to focus resources where the greatest impact can be achieved.

2.4 Continued work towards equal rights for all students at the University of Hull

HUU already has a number of internal committees set up to address many of the issues that deal with Equality and Diversity. However, it recognises that there are areas for development.

- 2.4.1 The effectiveness of HUU's internal committees needs to be improved. We are not directing our work sufficiently towards issues raised in University Committee meetings.
- 2.4.2 We need to improve our reporting back mechanisms from University committees.
- 2.4.3 Equality and Diversity awareness campaigns need more prominence, through internal and external sources. (External sources and events could help in developing links with the local community and give HUU the opportunity to work with the University in educating the local community).
- 2.4.4 The Welfare and Community Zones need to work closely together with the University promoting proactive awareness of Equality and Diversity issues.

2.5 Promoting active student involvement and interaction in welfare aspects of the student experience

The Advice Centre runs with the help of 15 to 20 volunteers who are often the first point of contact and help students by signposting and assisting in dealing with their enquiries. Volunteers are also used in awareness campaigns on Welfare and Equality issues throughout the academic year. HUU believes that offering students the opportunity to learn new skills through volunteering and training, (such as the new housing and tenants rights training programme, funded through the disbursement fund) will encourage more to get involved. We intend to continue this activity for the period of this plan. Empowering students to be proactive by setting up new societies based on Welfare or Equality related areas will also encourage more involvement and awareness of the problems that students face.

E. SPORT

1. Vision for Sport

HUU will enhance the student experience in the area of sport and recreation: We aim to accomplish this by:

- 1.1 Working with the University to inform the delivery of the “Strategy for Sport”.
- 1.2 Working with British University College Sports to inform the delivery of the “Strategy for BUCS in HE”.
- 1.3 Increasing participation by concentrating our efforts in the areas of performance and recreational sport as described in the Activity Pathway (Appendix A).
- 1.4 Providing an opportunity for volunteers (Club Captains, Presidents, Secretaries and Treasurers) to learn transferrable skills through the leadership and administration of their clubs.

2. Strategic Options

The scope of our Sport Strategy will be dependent on funding/resources. This plan looks at 3 funding scenarios:

- 2.1 Status quo – funding ~ £55k
- 2.2 Additional resource – funding ~ £135k
- 2.3 Less resources – funding ~ £45k
(This last option may be needed to close the deficit left with the loss of the Sports & Fitness Centre/Nursery income and/or to fund the extra resources required in the Education Strategy.)

2.1 Strategic Option 1 – Status Quo

Objectives:

Achieve/maintain an average position in the BUCS table of 60th by:

- 2.1.1 Continuing to focus our main coaching and investment in men’s’ and women’s football , rugby league and volleyball.
- 2.1.2 Supporting other sports so that they can reach the highest possible position in BUCS. These are:
 - Clay shooting
 - Squash (men and women)
 - Riding (B.B)
 - Cricket
 - Netball

- Hockey (men and women)
- Basketball (men and women)

Plans will be in place for these sports but less detailed than for focus sports.

The remaining clubs will receive appropriate levels of administrative and safety support. Financial support for transport/affiliations will be given to BUCS games. All others will be funded by the clubs/club members.

To support these activities:

2.1.3 We shall aim to maintain the excellent team spirit in the Athletic Union through appropriate social and teambuilding events, e.g. Wednesday evening Tower, the Sports Ball, Trophy Presentation and the European Tour. A revised “kit design” will be introduced to push the “Team Hull” brand.

2.1.4 We shall work closely with the Sports Manager, the Sports Development Manager and the Sports and Fitness Centre staff to ensure that appropriate time is allocated for games and training. A facilities allocation plan will have been agreed by the end of the semester of the previous year.

2.1.5 The VP Sport will work with the Chair Scarborough to develop sport on the Scarborough campus with the aim of increasing participation.

2.1.6 We shall promote the highest standards in safety throughout our clubs with particular close attention paid to high risk activities.

2.1.7 Sport will be promoted through www.hullstudent.com. All clubs will be required to use hullstudent.com for membership administration.

2.2 Strategic Option 2 – Funding of £135k

Our overall aim would be to achieve and maintain a mid 30s position in BUCS within 3 years. Objectives as for Option 1 plus:

2.2.1 Fully support other sports (see 2.1.2) with coaches and equipment support and targeted objectives.

2.2.2 Increase the administrative support in the AU office to allow the VP Sport to spend more time in Scarborough and leading/supporting the teams.

2.3 Strategic Option 3 – Funding reduced to £45k

This would in effect mean that all costs of participation would be borne by the students. Given the high costs of affiliations and the travelling in BUCS,

participation in BUCS would be severely curtailed. We could not maintain our current league position in University sport.

Given current levels of participation in BUCS, this would add a further £60-£200 per student, depending on the sport. This would be in addition to the high levels of contribution the students make currently.

3 Delivering the University's Strategy for Sport

This plan aims to help the University delivery its strategy in the following areas outlined in the main recommendations of the Executive Summary:

3.1 Strategic Option 1: Will deliver main recommendations 1, 3 and 10.

3.2 Strategic Option 2: Will deliver main recommendations 1, 2 and 3.

3.3 Strategic Option 3: We will have difficulty in delivering any of the main recommendations.

F. COMMUNICATION

1. Main Aims

This strategic plan will reinforce the themes and aims of all the parts of this document by:

- 1.1 Informing everyone what we are planning.
- 1.2 Encouraging participation within HUU and the local community.
- 1.3 Engaging with minority groups within the membership.
- 1.4 Measuring how well we are doing and informing all of the outcomes.
- 1.5 Through market research, assessing levels of satisfaction and assessing needs to inform the development of our strategies and operational plans.
- 1.6 Improving HUU's reputation with stakeholders including the local community.

We shall focus on the use of www.hullstudent.com and printed media to deliver these aims.

G. HUMAN RESOURCES

1. Main Aims

The main aim of the HR strategy will be to be judged an employer of choice and through this provide appropriately talented and trained staff to meet the requirements of the overall 3 year strategy. We shall meet these aims by:

- 1.1 Ensuring policies, procedures and practices are appropriate to the ethos and culture of HUU and meet legal requirements.
- 1.2 Developing the concept of playing to individual strengths in everything we do.
- 1.3 Developing our non-financial rewards to motivate and reward good performance.
- 1.4 Ensuring training and development is open to all staff and is relevant to the Charities' needs.
- 1.5 Providing part time job opportunities to students at HUU and in the local area.

H. FINANCIAL

1. Main Aims

The main aim of this strategy will be to facilitate the implementation of the 3 year plan and meet the agreed investment requirements in University House. We shall accomplish this by:

- 1.1 Ensuring short and medium term capital expenditure plans and requirements are made available for approval to the Board annually.
- 1.2 Ensuring that 1 year detailed budgets and 3 year outline cash flow budgets are available to the Trustees and performance measured and updated regularly against these plans.
- 1.3 Ensuring that an agreed financial contingency is available to meet serious unforeseen circumstances. The level of this contingency will be agreed by the Board and monitored.
- 1.4 Investing available reserves in an agreed way for income and capital growth.
- 1.5 Ensuring that we meet all legislation and external auditing requirements and, in particular, SORP reporting.

I. ENVIRONMENT

1. Main Aims

We aim to be seen by our members, the University and others as an organisation which is interested and concerned with its impact on the environment. We shall achieve this by:

- 1.1 Gaining a Gold award in the NUS sponsored Sound Impact Awards by the end of the plan.
- 1.2 Working with the University to lower our energy usage, in particular, University House. By the end of this plan we aim to have University House seen as the most energy efficient building on campus and an example of best practice.
- 1.3 Promoting and implementing good environmental practices.
- 1.4 Promoting environmental projects off campus through our Volunteering Hub.

J. STUDENT UNION EVALUATION INITIATIVE (SUEI)

1. Main Aim

The main aim is to improve our Silver Award to Gold Award by the end of 2012.
We aim to achieve this by:

- 1.1 Addressing the identified areas of weakness through additional or reallocated resources.
- 1.2 Ensuring there is a timetable for regular review of the organisation and its plans.
- 1.3 Ensuring market research sample sizes are over 5% of the membership to provide legitimacy for any actions taken as a result.
- 1.4 Using innovative practices throughout the Union involving continually improved new technological applications, i.e. wider networking in the local community and beyond by Sabbatical Officers and Managers.

OTHER AWARDS ACHIEVED

We currently have been awarded the following:

Best Bar None (NUS)
Best Bar None (Hull)
Sound Impact Bronze (NUS)
Investors in People (IIP)

Wherever practical, we shall aim to maintain and improve on these awards and seek recognition in other areas if they are consistent with this strategy.

Appendix A
Activity Pathway

