



STRATEGIC PLAN

FOUNDATIONS FOR THE FUTURE

Why do we exist?

**To make
student life better
at Roehampton.**

It's that simple.





FOUNDATIONS FOR THE FUTURE

We begin this strategy with a bold ambition: to become a sector-leading Students' Union that transforms student life at Roehampton.

2025 marks the beginning of a bold new chapter as we set out a clear and ambitious course through to 2030—one that will radically reshape who we are as an organisation, how we work, and the services we provide. This strategy outlines the direction we intend to follow.

This vision is grounded in 18 months of listening. We've engaged with our staff team, collaborated with colleagues in the University, and reviewed hundreds of pages of insight and data reports. But most importantly of all, we've spoken with thousands of students and heard your hopes, your challenges, and your ideas.

We know the road ahead won't be easy. The cost of learning is rising. The university landscape is shifting. And student life is more complex than ever. But we also know that Roehampton students are resilient, creative, and full of potential. That's why this strategy is built on action, not just aspiration.

We're focused on what matters most: improving your academic experience, building stronger communities, and backing you every step of the way. Whether it's through better representation, more inclusive events, or support when you need it most.

**WE'RE HERE TO MAKE STUDENT LIFE BETTER.
EVERY DAY, FOR EVERY STUDENT.**

Imran Shafiqi (President 2024/25)

Michael Bailey (Chief Executive)





OUR CHALLENGES

In the development of this strategy, we've consulted with our staff team, University colleagues, and external partners, while also speaking to over 2000 students. So, we're confident that we know what you want us to focus on. But we know that nothing happens in a vacuum and it's important we recognise the external challenges we face.



COST OF LEARNING

The rising cost of living and studying continues to be a major concern for students. RSU may face increasing pressure to support students who are struggling financially, particularly with membership fees, accommodation, and transport. We need to carefully balance our provision and resource allocation to ensure all students can fully participate in university life and we do all we can to reduce the cost of participating in university life.



NATIONAL HIGHER EDUCATION POLICY

The higher education sector is navigating a period of uncertainty, with shifting government policies, regulatory pressures, and constrained funding. These changes may impact Roehampton's institutional priorities and, in turn, the resources available to RSU. The Union will need to remain agile, well-informed, and proactive in representing student interests within this evolving landscape.



TRADITION AND HERITAGE

student needs and expectations evolve, RSU may face tensions between preserving valued traditions and embracing necessary reforms. Whether it's modernising services, rethinking representation models, or updating events and campaigns, the Union will need to strike a balance that honours the heritage of Roehampton's colleges while remaining relevant, inclusive, and forward-thinking.



CHANGING STUDENT DEMOGRAPHICS

As more students come from a wider range of backgrounds and life circumstances, RSU must adapt to meet their varied needs and experiences. This includes supporting commuter students, mature learners, international students, and those balancing study with work or caring responsibilities. Ensuring that all students feel represented, included, and supported will be a growing challenge and a vital opportunity.



OUR STRATEGIC PRIORITIES

Everyone sees the Students' Union a little differently. It's clear from your feedback that there were three key areas that we needed to focus on. Some of these we'll deliver directly ourselves, others we'll work on with partners like the University, and in some cases, we'll campaign for change on your behalf.

IMPROVING THE ACADEMIC EXPERIENCE

BUILDING CONNECTIONS AND COMMUNITIES

BACKING STUDENTS AT EVERY STEP



IMPROVING THE ACADEMIC EXPERIENCE

We serve as the bridge between students and the University, ensuring student voices are heard and embedded in decision-making. As a strategic partner, we actively support the delivery of the University's vision for the future: 'Strategy 2030: Growing Potential, Unlocking Success', particularly its key theme of Student Education.

Our focus is on empowering students to communicate what they need to succeed on their course and in assessments, from a small idea, through to detailed feedback, or specific needs. This requires continued collaboration between RSU and the University's academic schools, quality teams, and key support services.

WE WILL

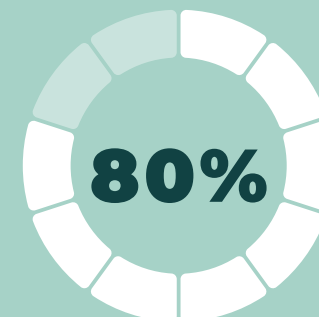
Empower students to shape their educational experience by training and supporting academic representatives to make positive change at university, school and programme level.

Introduce a new digitally enabled representation system.

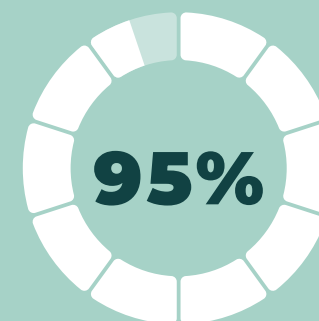
Build strong partnerships and relationships with schools, programmes, and other University teams that deliver improved student outcomes.

Develop and implement a comprehensive Student Voice strategy with the University.

WHAT WOULD SUCCESS LOOK LIKE?



80% of students agree that the Students' Union plays a positive role in improving the academic experience at Roehampton.



95% of all UoR programmes have student representation.



1/4 RSU is in the top quartile for Students' Unions in the National Student Survey in relation to the SU question.

BUILDING CONNECTIONS AND COMMUNITIES

University can feel overwhelming, but our goal is to ensure that students are never alone at Roehampton. From their first day to final year, we will help them settle in, make friends, and feel part of something bigger. Through a diverse mix of events, societies, and support services our goal is to create spaces where every student can connect, thrive, and truly belong. Whether they're looking for fun, friendship, or a place to be heard, the Union is their home for community and connection.

WE WILL

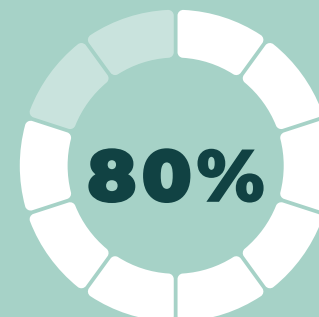
Develop a year-round engagement and events programme that is diverse and provides opportunities for students from all backgrounds to participate.

Support student groups to develop into sustainable, inclusive, and thriving communities that have a positive impact on their members.

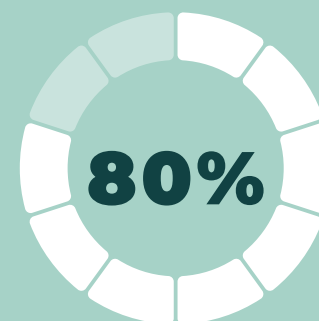
Work in collaboration with the University to develop student leaders, ensuring they can clearly articulate the experience gained during their time at Roehampton.

Support students to organise their own events and activities, providing them with training, facilities, and funding, so that they can deliver successful and safe events.

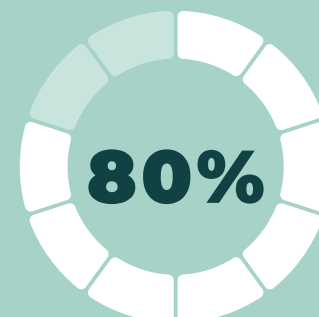
WHAT WOULD SUCCESS LOOK LIKE?



80% of students agree that the Students' Union provides services, events and activities that are entertaining and fun.



80% of students agree that engaging with RSU has helped make them feel part of a community.



80% of students have engaged with an RSU event, student group, service, or activity.

BACKING STUDENTS AT EVERY STEP

We are passionate about empowering students to speak up and positively influence the world around them. By simplifying complicated procedures and reducing administrative hurdles we will provide students with the tools, systems and frameworks to campaign on the issues that matter to them.

Alongside this, we are committed to helping students build the skills and experiences that prepare them for life beyond university, supporting their journey to becoming career-ready, capable, and confident graduates.

And when times are tough, we will continue to advocate on their behalf, ensuring they are supported through a high-quality advice service and are fully informed of their rights and responsibilities.

WE WILL

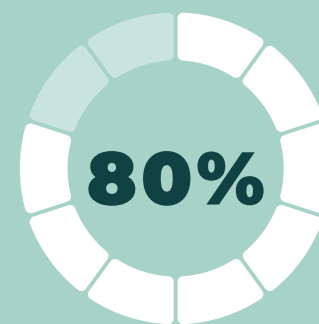
Empower students to make positive change by providing them with the tools, framework, and funding to lead campaigns on issues that matter to them.

Work in collaboration with the University's Student Futures team to deliver activities and opportunities for skills development that prepares students for the workplace.

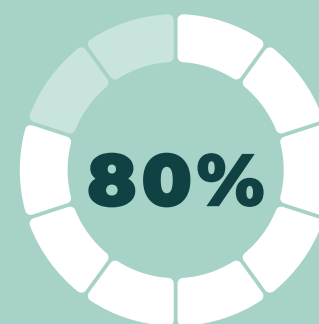
Develop effective and accessible democratic systems that engages a diverse range of students across all programmes and campuses.

Develop and broaden the portfolio of advice services we offer to students to support key transitions in the student journey.

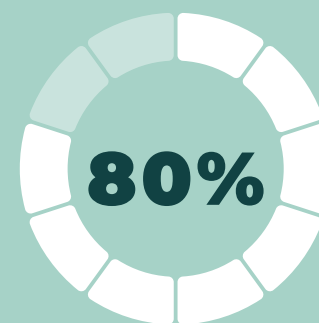
WHAT WOULD SUCCESS LOOK LIKE?



80% of students agree that the Students' Union represents me effectively and campaigns on the right issues.



80% of students agree the Students' Union provides relevant and useful advice.



80% of students are satisfied with the range of support offered by the Students' Union.



500

500 of students are satisfied with the range of support offered by the Students' Union.

OUR ENABLERS

We've told you what we want to achieve but that is only part of the story. You can think of our enablers as the building blocks that we need to have in place to achieve our ambition. They're what will ensure we're an effective, responsible, and resilient organisation now and in the future.



EFFECTIVE COMMUNICATION AND BRAND PRESENCE

Clear, consistent, and engaging communication is essential to connect with students and stakeholders. By strengthening our brand identity and using inclusive, student-focused messaging, we will ensure that our purpose, services, and impact are visible and understood.



STRONG GOVERNANCE AND SUSTAINABLE PRACTICES

To deliver long-term impact, we must manage our financial, environmental, and operational resources responsibly. We will adopt sustainable practices, diversify income streams, and ensure our services and governance structures are efficient and resilient. This will enable us to grow our reach and impact while remaining accountable to students and future-focused in our planning.



PEOPLE AND CULTURE

Our people are key to our success. We will nurture a positive, inclusive, and empowering culture that values collaboration, wellbeing, and continuous development. By investing in our teams and celebrating diverse voices, we will build a Union that reflects and champions the community it serves.



SYSTEMS AND DATA

We will use data and insights to understand the real experiences, needs, and aspirations of Roehampton students. By becoming a trusted source on the student experience, we can shape services, influence policy, and advocate effectively. We must align this work with an ongoing drive to improve our systems and processes so that students experience a seamless journey when interacting with the Students' Union.



OUR VALUES

We've outlined what we plan to achieve but it's important to be clear about the kind of organisation we want to be. Our values guide the way we work, shape the behaviours we champion, and define the culture we want to create.



STUDENT FOCUSED

Put simply, we exist to make student life better for students at Roehampton and everything we do should be in the service of driving this forward.



TRANSPARENT

We are committed to being open and transparent, fostering trust and ensuring everyone feels informed and involved in our decisions and actions.



SUPPORTIVE

We support equity, diversity, and inclusion and believe the Union is a place where everyone can thrive. Adjusting services to assist and reflect the evolving, diverse needs of our students.



BOLD

We are ambitious for our students and unafraid to challenge the status quo. Being bold means taking calculated risks, speaking up, and having the morale courage to push for meaningful change, even when it's difficult. We believe in the power of student voice and action to shape a better university experience.



HIGH QUALITY

We are committed to excellence in everything we do. From the services we deliver to the way we communicate; we aim to meet high standards and continuously improve and iterate. Quality is not about perfection, it's about consistency, care, and a drive to do better.





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