

Strategy 2025 – 2030: Foundations for the Future

1. Foreword

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)

2. Mission Statement

To make student life better at Roehampton.

3. 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.

3.1. 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.

3.2. 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.

3.3. Tradition and Heritage

As 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.

3.4. Supporting Student Diversity

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.

4. **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.

4.1. 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:	Success looks like:
Empower students to shape their educational experience by training and supporting academic representatives to make positive change at university, school and programme level.	<ul style="list-style-type: none"> - 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. - RSU is in the top quartile for Students' Unions in the National
Introduce a new digitally enabled representation system.	

Build strong partnerships and relationships with schools, programmes, and other University teams that deliver improved student outcomes.	Student Survey in relation to the SU question.
Develop and implement a comprehensive Student Voice strategy with the University.	

4.2. 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:	Success looks like:
Develop a year-round engagement and events programme that is diverse and provides opportunities for students from all backgrounds to participate.	<ul style="list-style-type: none"> - 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.
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.	

4.3. 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:	Success looks like:
Empower students to make positive change by providing them with the tools, framework, and funding to lead campaigns on issues that matter to them.	<ul style="list-style-type: none"> - 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 students engage in RSU-led workshops focused on leadership, advocacy, and professional development.
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.	

5. 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.

5.1. 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.

We will:	What success looks like:
Deliver a brand identity refresh to assert our relevance to students, clarify our value proposition, and strengthen brand recognition with our members and key stakeholders.	<ul style="list-style-type: none"> - 80% of students agree they are informed about what the Students' Union does. - 80% of students know how the Students' Union works and how decisions are made. - 80% of students agree that the content we create resonates with them and is of a high quality.
Develop a values-based communications plan that drives meaningful student engagement and embeds the Students' Union at the core of the student experience.	
Focus on relentlessly demonstrating the impact of the Students' Union, our	

campaigns, services, and representation work to the wider student body.	
Redesign our website with a priority on accessibility, user experience, and seamless access to key Students' Union services and information.	

5.2. 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.

We will:	Success looks like:
Increase self-generated income from our commercial services and external grant providers.	<ul style="list-style-type: none"> - Grow our reserves so that the Union has a minimum of 90 days cash in hand to cover operating costs. - Increasing our commercial income contribution to our strategic investment fund to £10,000+ annually. - 80% of students are satisfied with the facilities the Students' Union provides.
Develop robust financial plans that allow the Union to react to emerging priorities and student issues.	
Collaborate with the University's sustainability team to develop a new environmental sustainability plan that threads through all areas of our work.	
Look to obtain new student spaces around campus that would further our strategic objectives.	

5.3. 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.

We will:	Success looks like:
Develop a people and culture plan that supports our staff on their journey with the Students' Union to ensure everyone performs at their best.	<ul style="list-style-type: none"> - 90% of staff would recommend RSU as a good place to work. - 90% of staff feel colleagues trust and respect each other. - 90% of staff feel that their work contributes to the organisation's performance. - Achieve recognition through external partners such as NUS's Employee Engagement Survey Awards.
Review our staff benefits package and look to develop innovative approaches to rewarding our staff and recognising high performance.	

Build capacity across the organisation through a combination of block grant increases and improved commercial revenue.	
Develop a student staff training programme that not only inducts and orientates them to the Students' Union but prepares them for the next step in their careers.	

5.4. 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.

We will:	Success looks like:
Understand user journeys and processes and continually redesign and iterate on these to improve the user experience.	<ul style="list-style-type: none"> - 80% of students are satisfied with the Students' Union's digital services. - 25% of students engage with our surveys and data collection work. - An updated data sharing agreement is in place between UoR and RSU. - Dedicated data and insights capacity exists within the Students' Union.
Review and consolidate our systems ensuring we have access to the data and tools needed to inform our work.	
Work with the University to update our data sharing agreement, ensuring we have access to the right data to make the right decisions that improve students' lives.	
Become the go to partner for University teams on the lived student experience at Roehampton.	

6. **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.

6.1. Student focused

This is the number one value within the Students' Union and guides every decision we make. 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.

6.2. Transparent

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

6.3. Supportive

We support equity, diversity, and inclusion and believe the Students' Union is a place where everyone can thrive. We adjust our services to assist and reflect the evolving, diverse needs of our students and increase their participation in Union activities.

6.4. 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.

6.5. 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.

7. Strategic Key Performance Indicators

Code	KPI	Source	2025 Baseline	2026 Target	2030 Target
Overall performance					
OP-1	The Students' Union makes student life better at Roehampton	Big Survey	N/A	70%	80%
OP-2	I am satisfied with Roehampton Students' Union	Big Survey	76%	78%	80%
OP-3	The Students' Union has a positive impact on my life at Roehampton	Big Survey	66%	70%	80%
Improving the academic experience					
AE-1	I agree that the SU plays a positive role in improving the quality of my educational experience at Roehampton.	Big Survey	72%	75%	80%
AE-2	Percentage of UoR programmes that have student representation.	Big Survey	N/A	80%	95%
AE-3	RSU is in the top quartile for Students' Unions in the National Student Survey in relation to the SU question.	NSS	Q3	Q3	Q1
Building connections and communities					
BC-1	I agree that the Students' Union provides services, events and activities that are entertaining and fun.	Big Survey	76%	77%	80%
BC-2	I agree that engaging with RSU has helped make me feel part of a community.	Big Survey	N/A	60%	80%
BC-3	Number of unique students that have engaged with an RSU event, student group, service, or activity as % of student population.	MSL	N/A	60%	80%
Backing students at every step					
SL-1	I agree that the Students' Union represents me effectively and campaigns on the right issues.	Big Survey	63%	68%	80%
SL-2	I agree the Students' Union provides relevant and useful advice.	Big Survey	N/A	65%	80%
SL-3	I am satisfied with the range of support offered by the Students' Union.	Big Survey	N/A	65%	80%
SL-4	500 students engage in RSU-led workshops focused on leadership, advocacy, and professional development.	MSL	N/A	300	500
Enabling Themes					
EC-1	I am kept well informed about what the Students' Union does	Big Survey	70%	75%	80%
EC-2	I know how the Students' Union works and how decisions are made	Big Survey	61%	70%	80%

EC-3	I agree that the content the Students' Union creates resonates with me and is of a high quality.	Big Survey	N/A	70%	80%
SG-1	Grow our reserves so that the Union has a minimum of 90 days cash in hand to cover operating costs.	Agresso	N/A	TBC	90 days
SG-2	Increasing our commercial income contribution to our strategic investment fund to £10,000+ annually.	Agresso	£4k	£5k	£10k
SG-3	I am satisfied with the facilities the Students' Union provides.	Big Survey	N/A	60%	80%
PC-1	Staff recommend RSU as a good place to work.	Staff Survey	38%	75%	90%
PC-2	Staff feel colleagues trust and respect each other	Staff Survey	50%	75%	90%
PC-3	Staff feel that their work contributes to the organisation's performance.	Staff Survey	75%	80%	90%
PC-4	Achieve recognition through external partners such as NUS's Employee Engagement Survey Awards.	External	No	No	Achieved
SD-1	I am satisfied with the Students' Union's digital services.	Big Survey	N/A	65%	80%
SD-2	% of students engage with our surveys and data collection work.	Tally	N/A	15%	25%
SD-3	Updated data sharing agreement is in place between UoR and RSU.	BoT	No	Yes	Yes
SD-4	Dedicated data and insights capacity exists within the Students' Union.	BoT	No	No	Yes

Appendix B: Strategy One Pager

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Mission	To make student life better at Roehampton				
	<ul style="list-style-type: none"> 80% of students agree that the Students' Union makes student life better at Roehampton <ul style="list-style-type: none"> 80% of students are satisfied with Roehampton Students' Union 80% of students agree that the Students' Union has a positive impact on their life at Roehampton 				
Strategic Priorities	Improving the academic experience	Building connections and communities		Backing students at every step	
	<ul style="list-style-type: none"> 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. RSU is in the top quartile for Students' Unions in the National Student Survey in relation to the SU question. 	<ul style="list-style-type: none"> 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. 		<ul style="list-style-type: none"> 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 students engage in RSU-led workshops focused on leadership, advocacy, and professional development. 	
Enablers	Effective communication and brand presence	Strong governance and sustainable practices		People and culture	Systems and data
	<ul style="list-style-type: none"> 80% of students agree they are informed about what the Students' Union does. 80% of students know how the Students' Union works and how decisions are made. 80% of students agree that the content we create resonates with them and is of a high quality. 	<ul style="list-style-type: none"> Grow our reserves so that the Union has a minimum of 90 days cash in hand to cover operating costs. Increasing our commercial income contribution to our strategic investment fund to £10,000+ annually. 80% of students are satisfied with the facilities the Students' Union provides. 		<ul style="list-style-type: none"> 90% of staff would recommend RSU as a good place to work. 90% of staff feel colleagues trust and respect each other. 90% of staff feel that their work contributes to the organisation's performance. Achieve recognition through external partners such as NUS's Employee Engagement Survey Awards. 	<ul style="list-style-type: none"> 80% of students are satisfied with the Students' Union's digital services. 25% of students engage with our surveys and data collection work. An updated data sharing agreement is in place between UoR and RSU. Dedicated data and insights capacity exists within the Students' Union.
Values	Student focused	Transparent	Supportive	Bold	High Quality