Introduction
King’s College London Students’ Union (KCLSU) is the oldest students’ union in the UK and in our 146th year, we are excited by the direction our new strategy is taking towards our vision to 2025.

We are proud that our strategy saw over 3300 King’s students get involved in its creation! We were also grateful to all the KCL & KCLSU staff that helped shape it.

Our core themes of Representation, Social Experiences, Connections & Futures will be enabled by our work on Technology, Communications, Finance, People, Governance, Space and Commercial.

As your student officers, we will make sure the strategy builds upon KCLSU’s legacy and heritage to ensure every member of KCLSU has the opportunity to thrive.

We look forward to working alongside KCL students, colleagues at KCL & KCLSU to deliver these priorities.

2019/20 KCLSU Officers team
Over 12 months, thousands of students at KCL came together with staff from KCL & KCLSU to create a new strategy for KCLSU. Covering a six year period the strategy is unique because student needs are its starting point.

The opinions, needs and motivations our members have guided the creation of our strategy from day one. Whilst ensuring that every member of KCLSU has the opportunity to thrive is ambitious and stretching we will make sure we keep our eyes on the prize by adhering to strict key performance indicators (KPIs) that are included in this document.

Living our values of collaboration, inclusiveness, sustainable, unbureaucratic, fun and transparent we will set out every year an annual plan against this strategy & report our actions & achievements against it.

Denis Shukur
KCLSU Chief Executive

The relationship between KCL and KCLSU is characterised by a deep and shared commitment to ensuring our students have the best possible experience during their time at King’s. This KCLSU Strategy developed over the last few months represents an important statement of intent to accompany our 2029 Vision for King’s.

KCLSU has a proud tradition as the oldest students union in the UK and has taken the opportunity to develop a future focussed strategy based on the foundations of its past. As one of the world’s leading universities, King’s has a particular responsibility to enact the change we want to see in the world. Together we are building a strong King’s community in which our students and staff are able to be the best of themselves. At times this means we will disagree, that we will challenge each other to go further, to be better, to change our mind.

The spirit of collaboration through which the KCLSU Strategy has emerged has been impressive. KCLSU has demonstrated that it wants to be held accountable for being an effective students union and we are very much looking forward to working together to achieve our shared goals.

Tessa Harrison
Director of Students and Education
King’s College London

Introduction
How we got here

- Planning strategy development
- Meetings with KCL
- Student focus groups and staff house meets
- Staff input into survey
- Our survey was launched with students – we had 3363 responses!
- Steer from the Board
- New organisational strategy written up
- All staff – defining our Mission and Vision in house meetings
- Survey insights presented to trustees and all staff
- Creation of annual plans and budgets, based on new strategic plan.
- Sign-off of final plans by Board of Trustees
- The new strategy begins!
- Tell our stakeholders about our new plan and what it means for them

2019: March, April, May, June, July, August, September
A summary of our insights
Summary of insights

We asked King’s students questions about what they wanted their Union to do through qualitative and quantitative research. Over 3300 King’s students took up the challenge - the highest number ever. Here’s what they said.

Awareness is a gateway to students rating KCLSU higher.

Some students aren't fully aware of what a union is or does – we need to address that. Need for differentiation between us and Kings.

Themes from the qualitative research – student representation, socialisation (incl. need for London experience) and futures/careers also emerged in the quantitative research.

Perception of the time commitment required is a key barrier to students running for leadership positions. This is amplified in particular for PG students.

Students want to connect with others from different courses & campuses. They value KCLSU as a connector.

Students want support and skills to help them with their future post King’s career prospects.
Summary of insights

On the positive side, 90%+ students would probably or definitely recommend KCLSU to another student. They consider us to be friendly, fun & student led!

On the negative side, bureaucracy is mentioned by students.

Uni views: Moving in right direction but quality varies by officer teams. Need to be more professional and evidence based.

Need to keep working to engage more with International & PG students in particular.

79.81% think the students’ union effectively represents King’s students’ academic interests.
Did you know that as a student at KCL you are automatically a member of KCLSU?

**Answer Choices**

- Yes
- No

**Responses**

- Yes: 84.07%
- No: 16.02%

**Insight**

- We cross-referenced this answer against other questions.
- Anyone who answered yes to this question was much more likely to be positive about KCLSU across all questions.
- Matches qualitative research findings about the need to invest in marketing KCLSU overall.
At KCLSU we provide a range of services and opportunities. Looking at the options below please rate their importance to you!

Bars & Cafes
Hubs
Hold KCL to account
Societies & Groups
Events
...+ 10 other options

Insight
Top 5 by importance to most students
1) Affordable Bars & Cafes – 91.11%
2) Student experience – 83.38%
3) Hold KCL to account at highest levels – 81.43%
4) Societies & Groups – 81.31%
5) Events – 76.6%
What are the career skills outside academic learning that you think are important?

- Communication
- Teamwork
- Thinking skills
- Self-management
- Positive attitude
- Leadership
- Resilience
- Other

Insight

There is a clear need to develop skills around communication and teamwork. These should be prioritised in any future work around building student skills.
How can KCLSU help you more with your future career?

<table>
<thead>
<tr>
<th>Service</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>more networking</td>
<td>60%</td>
</tr>
<tr>
<td>skills training for</td>
<td>50%</td>
</tr>
<tr>
<td>jobs portal</td>
<td>40%</td>
</tr>
<tr>
<td>workshops</td>
<td>30%</td>
</tr>
<tr>
<td>jobs at KCLSU</td>
<td>20%</td>
</tr>
<tr>
<td>online tips and advice</td>
<td>10%</td>
</tr>
<tr>
<td>Other</td>
<td>0%</td>
</tr>
</tbody>
</table>

**Insight**

Students prioritised networking opportunities and skills training. KCLSU should enable students to create connections to external parties.
Do you think the students’ union effectively represents King’s students’ academic interests?

- Yes: 79.81% total say yes
- No: 82.81% of Year 1s and then tapers off to 74.77% for Year 3s
Survey results – are they really representative of KCL students?

Yes! But with some caveats

Over 3,000 students
1000 is considered nationally representative

All types of KCL students answered
People with disabilities, various ethnicities, sexual orientation, gender identities etc.

Guy’s students are over represented
(25.7% of respondents but only 16.2% of student population).

Home & EU students over represented
(77.7% of respondents but only 66% of student population)

Female students over represented
(70% of respondents but only 61.9% of student population)

More PGs took the survey
Compared to previous years- but still under represented (34.4% of respondents but make up 50.5% of student population)

Non-EU International students under represented
(20.9% of respondents but make up 32% of student population)
Mission, Vision and Values
Our vision sets out the long-term future we want to see and our mission talks about what we will achieve in the next 6 years. Our values will guide us on that journey and our enablers will enable our goals to become reality.

**Our Vision**

A future where every member of KCLSU has the opportunity to thrive

### Enablers

- Financial resources
- People
- Communications
- Technology
- Commercial
- Spaces
- Governance

### Students who

- Representation: Have the power to make change
- Futures: Are involved in shaping their future
- Connections: Connect to us & each other openly
- Social Experiences: Love their uni experience

### Our Mission

A relationship with KCL where we

- Challenge each other (‘critical friend’)  
- Work together for shared goals
- Fulfill different and distinct needs for students
- See each other as peers

### Staff who are

- Trusted
- Listened to and respected
- Enabled to develop and progress
- Celebrated by each other

### KCLSU Values

- Collaborative
- Transparent & Accountable
- Unbureaucratic
- Inclusive
- Sustainable (efficient & conscientious)
- Fun
Core Themes

To achieve our mission with students we have four core themes we will work on.
Four Universal Needs = Four Core Themes

The Role of KCLSU is at the centre of this Venn diagram. Every student need gives rise to a Core Theme for KCLSU.

- A good education = Representation
- Making connections = Connections
- Springboard for a career = Futures
- Different experiences = Social Experiences

Challenges faced by our students

KCLSU needs to show how they will help students overcome these challenges:

- Help & Care: Orientation, staying healthy and well being
- Self-esteem & Self Expression: Countering self doubt, feeling respected, making a difference
- Problem Solving: Get me out of a fix, find affordable homes
- Financial Needs: Paying the bills and being independent

There was a range of other needs, which are not universal but still experienced by many of our students.
Future (F)

Students expressed a need for a springboard for their careers. We address this need through our work on Future.

To empower and support students to discover their potential and shape their future and communities

F1: Students have the opportunity to gain skills to shape and meet their aspirations

F2: Empowered students’ shaping our communities

F3: Our students are recognised for the change they can create
Future (F)

F1. Students have the opportunity to gain skills to shape and meet their aspirations.

- Increase by 20% the number of students we develop skills through student staff roles
  - Base plus 30% number of groups getting gold standard
  - 1000 KCLSU entries to student HEAR records

F2. Empowered students’ shaping our communities.

- WP students engaged in SU
  - Increase base line by 30% of +ve impact testimonials

F3. Our students are recognised for the change they can create.

- 6 partners endorsing our student skills
  - Established internship programme recognised externally by 5 orgs

Year 6

- Increase by 10% the number of students we develop skills through student staff roles
  - Base plus 10% number of groups getting gold standards
  - 750 KCLSU entries to student HEAR records

Year 3

- Develop skills through student staff roles of 200 students
  - Reevaluate accreditation scheme for all student group (gold groups)
  - 500 KCLSU entries to student HEAR records
  - A KCLSU community leadership program

Year 1

- Define what engaged in SU means & establish baseline of WP students engaged in SU
  - Increase base line by 10% positive impact testimonials in annual survey

- Identify 1 no. of external partners that can endorse student skills
  - Ethical internship programme set up
King’s students want a good education and we will deliver that through our work on representation.

To enable and support our diverse students population to build collective power to make positive change in their education and student communities.

R1
KCLSU, KCL and students all understand each other

R2
High quality advice and support that empowers students to overcome adversity

R3
Transparent and accountable representation that empowers students to enhance their academic and non academic experience

R4
Students can organize effectively to bring about positive change
**Representation (R)**

R1. KCLSU, KCL and students all understand each other.

- 15% participation in KCLSU surveys and research
- 70% attendance of meetings

R2. High quality advice and support that empowers students to overcome adversity.

- 50% increase in the number of referrals from PT for independent support
- 90% of students agree with the statement in the feedback survey that we are independent from KCL
- 90% positive feedback from users

R3. Transparent and accountable representation that empowers students to enhance their academic and non-academic experience.

- Top preforming in London and top quarter in Russel Group
- 10% above all electoral turnout baseline
- 10% drop in valid received complaints from year 3.
- 90% saying that KCLSU representation has helped improve their academic and non-academic experience
- 75% of students surveyed know how to hold their officers to account.

R4. Students can organize effectively to bring about positive change.

- 50% increase of candidates in main elections
- 100+ students taking part in campaigns
- 100% of officer satisfaction in delivering on their manifesto
- Majority of officers feel supported by SU in delivering on their manifesto

**Year 6**

- Completed 50 research projects
- 120k individual data points collected and analysed
- Plus 10% baseline attendance on KCL committees by KCLSU representatives

**Year 3**

- Have an established communication channel with personal tutors
- Close 90% of cases each year
- Yearly reports on the feedback that influences how the advice service operates

**Year 1**

- Advertise the advice service to PT
- All caseworkers are trained in understanding KCLSU independence and are able to explain this to students
- The implementation of a system that records feedback from students and the impact the advice service has on them

- 100% of officer objectives and projects use evidence
- Establishment of a research bureau
- Map all KCL committees and KCLSU involvement in those committees

- 5% above base line year for College Surveys
- NSS, PTES, PRES (allow for boycotts etc.)
- Set bench line of elections turnout
- 50% drop in valid received complaints.
- Established new partnership areas with faculties
- 60% of facilities that have established representation structures
- Implantation of accountability measures for representatives

- 25% increase of candidates & their diversity in main elections
- 20+ students taking part in campaigns
- 60% of officer satisfaction in delivering on their manifesto
Connections (C)

We will connect King’s students to opportunities and people to ensure they feel like they belong.

To ensure every student feels like they belong through connections to each other, KCL and the wider world

- **C1** Established active connections to the wider world
- **C2** Students understand the unique role that KCLSU plays in connecting them to the KCL
- **C3** Students have an opportunity to feel an increased and deeper sense of connection with each other
- **C4** Students feel a sense of belonging and pride to KCLSU & KCL
## Connections (C)

<table>
<thead>
<tr>
<th>Year 1</th>
<th>Year 3</th>
<th>Year 6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish baseline connections to the wider world (tracking from our digital platforms and 7000 hubs)</td>
<td>10% increase in connections to the wider world established</td>
<td>20% increase in connections to the wider world established</td>
</tr>
<tr>
<td>18,000 KCLSU connections through KCL (tracking from our digital platforms and hubs)</td>
<td>10% increase in KCLSU connections through KCL</td>
<td>20% increase in KCLSU connections through KCL</td>
</tr>
<tr>
<td>500k connections with KCLSU (tracking from our digital platforms and hubs)</td>
<td>40% increase on baseline connections with KCLSU</td>
<td>40% increase on baseline connections through KCL</td>
</tr>
<tr>
<td>85% respondents aware of KCLSU in annual survey</td>
<td>99% respondents aware of KCLSU in KCLSU annual survey</td>
<td>99% respondents aware of KCLSU in KCLSU annual survey</td>
</tr>
<tr>
<td>2 technology platforms tested (apps, chat-bots and kiosks) Establish base Network society affiliations and group membership</td>
<td>6 technology platforms tested (apps, chat-bots and kiosks) +20% number of Network society affiliations and group membership</td>
<td>12 technology platforms tested (apps, chat-bots and kiosks) +50% base number of Network society affiliations and group membership</td>
</tr>
<tr>
<td>2.5k students feel that they belong to KCLSU and KCL Established baseline number of successful events for liberation history month.</td>
<td>10% increase from year 1 baseline number of students feel that they belong to KCLSU and KCL 10% increase of year 1</td>
<td>20% increase from year one base number of students feel that they belong to KCLSU and KCL 15% increase of year 1</td>
</tr>
</tbody>
</table>

- **C1.** Established active connections to the wider world.
- **C2.** Students understand the unique role that KCLSU plays in connecting them to the KCL.
- **C3.** Students have an opportunity to feel an increased and deeper sense of connection with each other.
- **C4.** Students feel a sense of belonging and pride to KCLSU & KCL.
Social Experiences (SE)

Together we will create, develop and sustain a SU that provides fun, diverse and inclusive social experiences.

SE1
Students get the best London and KCLSU Experience

SE2
Range of innovative, accessible events for our diverse students

SE3
Opportunities to build friendships, memories and communities for life

SE4
The widest range of activities and experiences for students
## Social Experiences (SE)

<table>
<thead>
<tr>
<th>Year 1</th>
<th>Year 3</th>
<th>Year 6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish base for Wednesday and Friday KCLSU attendees to events</td>
<td>Base +20% number of repeat attendees to events</td>
<td>Base +50% number of repeat attendees to events</td>
</tr>
<tr>
<td>At least 2 partnership with London Partners Development of London Loyalty Card</td>
<td>50+ events run in partnership London Partners</td>
<td>100+ run in partnership London Partners</td>
</tr>
</tbody>
</table>

### SE1. Students get the best London and KCLSU Experience
- Base +50% number of repeat attendees to events
- 100+ run in partnership London Partners

### SE2. Range of innovative, accessible events for our diverse students
- Deliver at least 2 free events per week ensuring accessibility
- Build a program of events each term that engage with diverse segments

### SE3. Opportunities to build friendships, memories and communities for life
- 20% inc stating that they have made friends from utilising KCLSU opportunities
- Establish KCLSU at every campus, ensuring all students have access to the KCLSU social experience
- 10% inc stating that they have made friends from utilising KCLSU opportunities
- 80% of all new students engaging with KCLSU during welcome period
- Curate, collaborate and develop 15 diverse and celebratory events and activities

### SE4. The widest range of activities and experiences for students
- All student led events or activities with an 80% average satisfaction ratings
- 60 new shared events each year, along side our quality KCLSU established events
- At least 15% attendees surveyed after events and opportunities
- 75 mystery shopping experiences
- Establish baseline of students saying they have made friends from utilising KCLSU opps
- 70% of all new students engaging with KCLSU during welcome period
- 5. Denmark Hill and Waterloo Campus based events
Enabling Strategies
Our seven enabling strategies help our core themes come alive.
Enabling strategies

We believe that without investing in these seven things we cannot deliver our core themes.

- Commercial
- Communication
- Finance
- Governance
- People
- Space
- Technology
Commercial (EC)

Contribution level

- Commercial department to meet budget
- Pay London Living Wage

Commercial strategy

- Development of five year commercial strategy
Finance Strategy

- Review of current financial KPI and its effectiveness
- Development of Financial strategy for 5 years that takes into account KCL block grant
- Updated Reserve Policy Created

True accurate positions

- Structured Management Accounts review systems in place.
- Right systems and knowledge in place to provide accurate information on a monthly basis.
People (EP)

**Consistent Policy and Handbook**
- Revise HR policies and staff handbook.
- Induction process fix.
- Establish online e-learning that relate to inductions.
- Establish HR dashboard.

**People Strategy**
- Creation of a five year people strategy
- Organisation structure
- Embed core values in all HR practices
- Investigate employee recognition program

**Organisation Culture**
- Increasing staff morale to 78% on staff engagement survey
- Review people accreditation schemes and indicate which ones KCLSU should apply for.
## Communication (ECo)

<table>
<thead>
<tr>
<th>Ensure 99% of students are aware of KCLSU</th>
<th>Ensure communications is a strategic function led by user needs &amp; data driven</th>
<th>Ensure increased Officer accountability delivered by greatly improved officer promotion</th>
<th>Integrate all KCLSU channels together</th>
<th>Deliver excellent Internal comms</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop an Integrated communication strategy</td>
<td>Move from Broadcasting at students to having conversations with them</td>
<td>Develop &amp; implement structures to promote officers to students</td>
<td>Develop new types of content (Video, student blogs etc)</td>
<td>Create an Internal comms strategy</td>
</tr>
<tr>
<td>Create a detailed audience map (internal, students &amp; university)</td>
<td>Create new student led content w/ digital ambassadors</td>
<td>Support the establishment of a knowledge bank &amp; research bureau</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ensure KCL promotes KCLSU in all student monthly newsletters &amp; key times incl Welcome, exam time, at Halls of residences and graduation.</td>
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**Technology (ET)**

- **Best in class non-student facing knowledge, hardware, systems and tech**
  - Develop a 5 year Technology strategy (incl SLA) for all non-student systems – IT infrastructure & systems incl for finance, HR etc
  - Establish knowledge management systems to ensure we innovate as an organisation

- **Best in class student facing knowledge, hardware, systems & tech**
  - Develop a 5 year Technology strategy for all external – website, app, social media & emails

- **KCLSU is ahead of the curve & becomes fully digitally transformed**
  - Map all current tech systems to create a roadmap that will rationalise & transform our use
  - KCLSU is incubating at least 1 new idea that are a first for any Students Union every year
  - Research student & SU tech use
# Spaces (ES)

<table>
<thead>
<tr>
<th>Space strategy</th>
<th>Building a better Union</th>
<th>Space usage</th>
</tr>
</thead>
</table>
| Development of a five year space strategy | Refurbishment/upkeep of current spaces (Guy’s and Bush House)  
Determine Pre-Preventative Maintenance with 3 year capital expenditure forecast  
Denmark Hill Space ensure SOP in place and new space is operational and compliant  
Space storage solution sought and implemented  
Identify growth campuses and suitable areas for KCLSU spaces | Review MoU for space usage and ensure that there is consistency in implementation and oversight |
Governance (EG)

Governance Strategy

- Development of a 5 year governance strategy
- Update Scheme of delegation
- Decision making map
- Number of quorate meetings
Stay connected through our digital communities

www.kclsu.org

hello@kclsu.org

@kclsupage

@kclsu

@kclsu1

KCLSU

Stay connected