



QUEEN'S
STUDENTS'
UNION

BUILDING A STRONGER STUDENT COMMUNITY

QUEEN'S STUDENTS' UNION
STRATEGIC PLAN
2025-2030



WELCOME

At Queen's Students' Union, our goal is to ensure that every student has the best possible experience, by helping you to make the most of your time at Queen's. We want to foster the idea that our students are not just individuals, but active members of a vibrant Queen's community. Whether it's through their studies, involvement in clubs and societies, or as representatives of the Union - we all contribute to something greater than ourselves.

We want to lead the way in reshaping the expectations of student life. Central to everything we do at Queen's Students' Union is the power of collective action. We are committed to innovating how we build student community, using that strength to enhance the experience of being a student.

Over the past five years we have worked hard to be the main student hub on campus, with the opening of the new Students' Union at One Elmwood. We have also prioritised cost of living initiatives and mental health support and enhanced our representative structures. Together, the Union staff, Student Officers, Student Representatives and our members have achieved a lot, but we know we have more to do. We don't want to stop here and as part of our research when developing this plan we have been constantly asking ourselves - what's next? What do we need to improve on and focus on to improve the lives of our students? We have always been a Union driven by the ambition of our members and the next five years will be no different.

To design this strategy, our Student Officer team consulted with SU staff and stakeholders in all parts of the University. We also looked at our comparators across the UK and in the Irish Students' Union sector. Most importantly we consulted with you, our members, because ultimately it is your needs that must shape our plans.

We want to continue to be the experts in student voice, using this to campaign for the rights of our members, both by creating a University where their views and their partnership is essential, and by fighting for the rights of students in society more broadly.

We want to continue to be the hub for students on campus, creating an environment where all students, whether they be UG, PGT or PGR, feel they can engage in something outside of their studies, be it as a representative, through clubs and societies, as a volunteer or an entrepreneur. We want all our students to reach their full potential - experiencing and learning so much more than just the content covered through their studies. We want to continue to create global citizens who will go on to have an impact on the world around them.

We are more than just a Union; we are a community striving to make our University and wider society better.

Kieran Minto
Students' Union President

OUR VISION

TO CREATE A
VIBRANT STUDENT
COMMUNITY WHERE
EVERY STUDENT
FEELS CONNECTED,
SUPPORTED AND
EMPOWERED TO
THRIVE DURING THEIR
TIME AT QUEEN'S.



OUR MISSION

TO MAINTAIN OUR PLACE
OF STUDENT LIFE, BY E
STUDENT, PROVIDING T
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CE AT THE HEART
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THEY NEED TO
ND TRANSITION
AFTER UNIVERSITY.

OUR VALUES

These are the principles that drive us and shape what we do every day. They underpin everything we do as a Students' Union and help us to achieve our long-term vision:

REPRESENTATION

We value **representation** - meaning we ensure our Student Voices drives our Union.

WELLBEING

We value **wellbeing** - meaning we prioritise students' physical, mental and social health, and we support them to effectively manage academic and personal challenges.

PROGRESS

We value **progress** - meaning we empower every student to shape their own future in a more sustainable world.

FUN

We value **fun** - meaning we are the social hub of the University and the heartbeat of the student community.



HIGHLIGHTS SINCE 2020

A new **SU Swap Shop**
opened in 2024.



Queen's SU is seen as one of the most entrepreneurial SUs in the UK, with a dedicated Enterprise department providing a significant number of programmes and initiatives annually.

OVER 200
STUDENT BUSINESSES

have been started in the past 5 years, with over £4m investment secured.

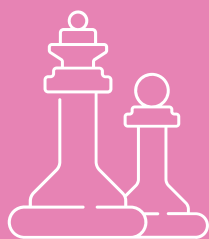
40%
GROWTH

in students voting in elections, increasing from 4,221 in 2019 to 6,000 in 2024.

100+



volunteering activities delivered with over 3,000 students engaged annually. 16 Homework Clubs currently supported in the Belfast area.



20%
GROWTH

in active Clubs and Societies, increasing from 215 in 2020 to 260 in 2025, with an academic related society in every School.

FIRST
SU

in the UK and Ireland to fully implement Social Prescribing.

10,000+

STUDENTS SUPPORTED

by SU Advice since 2020.



The new student Pantry
has had over
20k visits a year.

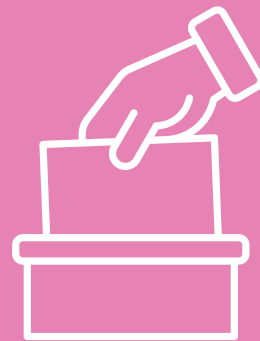
Democracy review

undertaken which has seen the
biggest changes to our democratic
structures in over 40 years.

A new **Student Partnership Model**
is currently being developed by the
University, led by the SU.



Successful campaigning and lobbying
on behalf of students in areas such as;
education issues, welfare, sustainability,
housing, cost of living etc.



OVER

60,000

votes cast in the 2024 SU Elections,
up from 40,000 in 2019.

1ST

institution on the island
of Ireland to sign up to
SOS-UK Drug and Alcohol
Impact Programme.

70%

GROWTH

in Clubs and Societies
membership over the past
decade, increasing from 10,801
in 2015 to 17,927 in 2024.



No.1 SU IN THE UK

Whatuni Student Choice Awards 2025



WHO WE ARE

Our key purpose is to represent and speak out on the issues which matter most to our students. Everything we do is driven by students, from volunteering in the community, to nurturing entrepreneurial spirit, to leading campaigns which push for change in society. We want students to have the best possible experience while at Queen's, be that through academic and social support or availing of the facilities we provide in our world-class Students' Union which opened in 2022.

We're the beating heart of student life on campus. A place to meet with friends, to hang out and relax. We help students to create their own communities and we aim to make a positive impact on every Queen's student during their time at University and beyond.

Given that we operate in an ever-changing Higher Education sector, it is imperative that we adapt quickly to change. Over the past decade we have embarked on a programme of significant transformation, to enable us to better serve our members and deliver more impact for students at Queen's. We have redeveloped almost every area of the Union, with record numbers of students engaged across our services and we are currently ranked No. 1 Students' Union in the UK (Whatuni Student Choice Awards, 2025).

We also work closely with the University to support the delivery of the University's Strategy 2030, particularly priority areas such as 'Education and Skills' and 'Social and Civic Responsibility'.

We've come a long way and while we know there are areas we need to work on to ensure we are more relevant to certain groups of students, we believe we are well placed and have ambitions to be recognised consistently as a truly modern and sector leading Students' Union, delivering a once in a lifetime experience for our students whilst at Queen's.



AT QUEEN'S STUDENTS' UNION
WE WANT TO PLAY A CENTRAL
ROLE IN THE LIFE OF EVERY
STUDENT AT QUEEN'S



**94% of students
believe the
Students' Union
has made a positive
impact during their
time at University.**

(SU Student Survey, 2024)

THE PLAN

Over the past year, we have taken an in-depth look at everything we do as a Union - talking to students, assessing the current landscape and how it might change over the duration of this strategy, and gathering as much insight as possible through surveys, focus groups, and in-depth conversations.

Our research included benchmarking against other leading Students' Unions and consultation with a range of stakeholders:

- Students' Union Student Officers
- Students' Union staff
- Student Council members and Student Reps
- Students' Union Management Board
- University staff including University senior management
- University Senate members
- The National Students' Unions
- Russell Group Students' Unions
- The community, voluntary and enterprise sectors

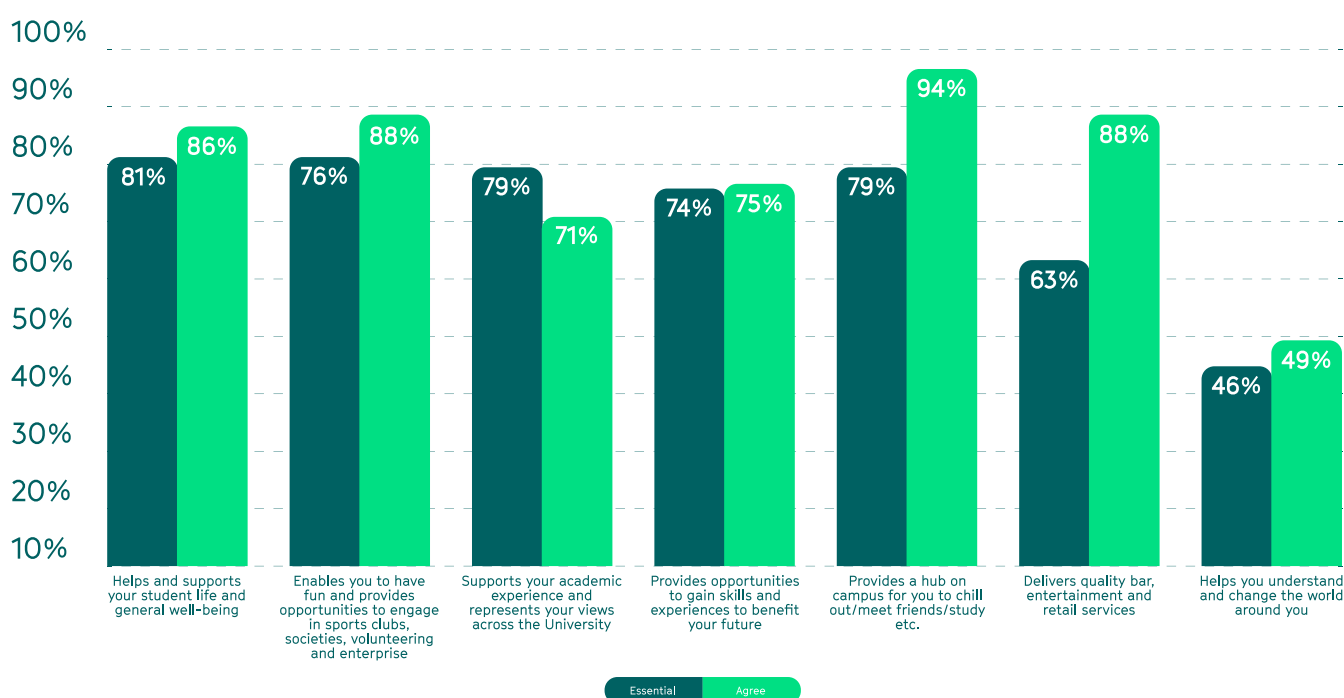
In addition we also carried out a comprehensive student survey completed by 3,191 Queen's Students. The survey focused on 7 key areas to understand to what extent the SU:

1. Helps and supports your student life and general mental health
2. Enables you to have fun and make friends through student led activities, sport, societies, volunteering and enterprise
3. Supports your academic experience and represents your views across the University
4. Provides opportunities to gain skills and experiences to benefit your future
5. Provides a hub on campus for you to chill out/ meet friends/ study etc.
6. Delivers quality and value through our bars, entertainment and retail services
7. Helps you understand and change the world around you

“MY TIME SO FAR HAS BEEN
INCREDIBLE. THE STAFF AND CAMPUS
IS SO ENGAGING, WITH ENRICHING
EXPERIENCES IN THE SU”



WE WANTED TO KNOW HOW IMPORTANT IT WAS FOR THE SU TO BE DELIVERING THESE SERVICES, AND MORE IMPORTANTLY, HOW WELL WE WERE DELIVERING THEM. RESPONSES WERE AS FOLLOWS:



Student expectations vs student perceptions of whether the SU effectively delivers in these areas

In summary:

- 81% of respondents believe it is essential that QSU 'helps and supports your student life and general wellbeing', with 86% of respondents agreeing or strongly agreeing the SU does this.
- 76% of respondents believe it is essential that QSU 'enables you to have fun and provides opportunities to engage in sports clubs, societies, volunteering and enterprise', with 88% agreeing or strongly agreeing the SU does this.
- 79% of respondents believe it is essential that QSU 'supports academic experience and represents views across the University', with 71% agreeing or strongly agreeing the SU does this.
- 74% of respondents believe it is essential that QSU 'provides opportunities to gain skills and experiences to benefit your future', with 75% of respondents agreeing or strongly agreeing the SU does this.
- 79% of respondents believe it is essential for QSU to 'provide a hub on campus for you to chill out / meet friends / study etc.', with 94% of respondents agreeing or strongly agreeing the SU does this.
- 63% of respondents believe it is essential for QSU to 'deliver quality bar, entertainment and retail services', with 88% of respondents agreeing or strongly agreeing the SU does this.
- 46% of respondents believe it is essential for QSU to 'help you understand and change the world around you', with 49% of respondents agreeing or strongly agreeing the SU does this.

These findings have helped us to shape our vision and identify our key priorities for the next 5 years, ensuring that everything we do is driven by those it will impact the most.

This plan will be delivered in collaboration with our stakeholders. It will also be supported by robust Annual Delivery Plans, with progress shared with our members each year.

OUR PILLARS

This Strategic Plan is designed to prioritise building a strong, inclusive, and connected student community at Queen's. It aims to create an environment where students feel supported, empowered and valued, both academically and socially.

Our five year strategy features three pillars, representing our main areas of strategic focus. The pillars are:

1. Building Our Community

Creating a welcoming and vibrant environment where students feel they belong at Queen's.

2. Supporting Our Community

Offering a strong support network to help students succeed academically and personally, giving them the tools to grow and lead.

3. Representing Our Community

Advocating for students' interests and needs at all levels of the institution and beyond, empowering them to drive positive change.

“ANY HELP YOU NEED CAN
BE FOUND SOMEWHERE
IN THE STATE OF
THE ART SU”



PILLAR 1. BUILDING OUR COMMUNITY

94% of students agree that they feel welcome in the SU.

94% of students agree that QSU provides a hub on campus for them to chill out / meet friends / study etc.

88% of students agree that the SU enables them to have fun and provides opportunities to engage in sports clubs, societies, volunteering and enterprise.

66% of students agree that they would like to hear more about what's going on in the SU.

CONTEXT

Building a stronger student community is a key focus for Queen's Students' Union. We want to help students create connections to each other, the Students' Union, the University and the wider community, with a view to fostering a sense of belonging and engagement among all Queen's students.

We recognise that a strong student community provides an environment where all students, regardless of background or identity, feel welcome and included. An engaged student community also increases student participation in campus life. We want our students to meet new people from various cultures, develop new communities, try new things, form lasting friendships and share unique experiences.

We are also aware that students feeling part of a supportive community can have a positive impact on academic success and can reduce feelings of isolation and stress, which can otherwise hinder them.

Inclusion and a sense of belonging can also improve the overall wellbeing of students. This Pillar is focused on building a stronger student community to create a supportive, inclusive, and engaging environment. It is aimed at empowering our students to thrive both academically and personally while fostering a positive culture among Queen's students.

“THE SU IS A
BRILLIANT PLACE
TO MEET NEW
PEOPLE & TO
STUDY & HANGOUT”

“THE BEST PART OF STUDENT LIFE AT QUEEN’S IS THE STUDENTS’ UNION AND THE STUDENT ORGANISED CLUBS AND SOCIETIES”



HOW WILL WE ACHIEVE OUR PRIORITIES

We will provide an inclusive and welcoming environment, ensuring that all students, regardless of background or identity, feel welcomed and valued. This will be supported by research into students' experiences of belonging and inclusion.

We will put increased emphasis on deepening our efforts to make our activities, programmes and processes more accessible to all students, removing barriers to engagement and participation.

We will ensure our SU continues to be the central hub on campus outside of academic studies to meet friends, hang out and establish communities, ensuring our spaces can adapt to meet the changing needs of students and student groups.

We will encourage community-building initiatives that reduce loneliness and isolation, including more programming of activity during weekdays and at weekends.

We will better support student-led initiatives, particularly in areas such as student campaigning, clubs and societies, student volunteering and entrepreneurship to facilitate deeper engagement.

We will use our new democratic structures to ensure that students are more engaged in our decision-making processes, such as developing and approving SU policy and engaging with SU representatives.

We will ensure our entrepreneurship programmes and initiatives bring students together from various disciplines to further develop interdisciplinary learning.

We will better utilise SU communication channels to create student-driven content, share SU events, and highlight student achievements. We will better promote student groups based on various interests, identities, and cultures (e.g. cultural, religious, LGBTQIA+).

We will continue to build strong relationships with external stakeholders, creating collaborative opportunities that benefit students both on and off campus.

We will work with the University's Civic Engagement and Social Responsibility department and will be seen as an active partner in the local community, encouraging student-led initiatives, which have a positive impact within these communities.

“THE ATMOSPHERE IN THE PLACE IS ALWAYS BUZZING, AND THERE IS SO MUCH TO DO WHEN THERE. THE AMOUNT OF EVENTS THAT THEY ALWAYS HAVE ON TRULY MEANS THERE IS SOMETHING FOR EVERYONE”



WHAT WILL SUCCESS LOOK LIKE IN 2030?

Education Impact by 2030:

- The Students' Union will be recruiting, training and supporting over 750 Student Representatives across the Institution every year.
- Working in partnership with other University departments, we will be delivering a more comprehensive welcome programme to help first-year students integrate smoothly into University life.
- There will be a Postgraduate Representative role in every club or society committee.

Student Experience Impact by 2030:

- 95% of our students will indicate that the Students' Union has a positive impact on their time at Queen's.
- The Students' Union building will cater for the needs of diverse student groups and all of our students will find the SU accessible to their needs.
- We will have over 5,000 bookings of Students' Union spaces annually, maximising usage of our spaces and facilities.
- We will achieve autism-friendly accreditation, where autistic students feel understood and respected, with the SU providing more tailored services and resources.
- There will be over 275 clubs and societies at Queen's, with over 18,000 memberships.
- Cost will not be a barrier to participation in any services provided by the Students' Union and, working with Queen's Sport, we will have increased funding and better resourced teams in place to support clubs and societies.

- We will be working in partnership with Queen's Sport to support delivery of a comprehensive programme of sport and new initiatives such as 'Varsity' to better promote connections between sports clubs and foster a sense of student community.
- Queen's SU will be seen as the most entrepreneurial SU in the sector, providing a comprehensive range of support for student entrepreneurs, including programmes, initiatives and access to funding, leading to a minimum of 25 business start-ups annually.
- The SU Co-working space for student start-ups will support 30 students per annum.
- SU Volunteer will be delivering over 150 volunteering activities a year, with engagement from over 4,500 students.
- SU Volunteer will be seen as the leader in student volunteering across NI, supporting community and voluntary stakeholders to tailor their volunteering offering to be more accessible to students.
- The SU will be providing a more comprehensive and diverse programme of events and entertainment, working closely with SU Bars and Entertainment, and University departments such as Accommodation and Queen's Sport.
- A better resourced and digitally focused marketing department will be in place, to better promote the opportunities available to students as well as providing effective insights into student engagement.





PILLAR 2.

SUPPORTING OUR COMMUNITY

90% of students agree that the new SU building meets their needs as a student.

88% of students agree that the SU delivers quality bar, entertainment and retail services.

86% of students agree that QSU helps and supports their student life and general wellbeing.

75% of students agree that QSU provides opportunities to gain skills and experiences to benefit their future.

57% of respondents agree that there are regular events at the SU that interest them.

CONTEXT

Putting appropriate support in place is crucial for ensuring the success and wellbeing of our students. By incorporating this as a central pillar in our Strategic Plan, we want to create an environment where students feel safe and supported to thrive academically, socially, and personally. Central to this will be providing students with access to appropriate advice, resources and opportunities.

We are conscious that when students feel supported by their Union, they are more likely to engage in campus life, take on leadership roles, and participate in activities that add to their university experience. Engagement in these activities fosters a sense of community, increases student retention, and helps develop vital life skills and employability skills such as teamwork, leadership, problem solving and communication.

We are also very aware that the needs of students are constantly evolving. A focus on supporting students allows us to be flexible and responsive to these evolving challenges, such as the changing profile of our students, increased demand for advice and mental health support resources, changes in learning environments, or emerging social issues. By creating a comprehensive support network that is appropriately resourced, we want to empower our students to thrive both academically and personally, contributing to a positive and inclusive campus environment at Queen's.

HOW WILL WE ACHIEVE OUR PRIORITIES

We will ensure our advice service continues to be a critical part of the Students' Union, ensuring that students are supported holistically, providing a trusted source of guidance and helping our students navigate university life.

We will improve awareness of SU Advice and explore ways of providing more effective advice online, as well as supporting student officers with welfare campaigns.

We will continue to be an active contributor to the #QUBeWell Framework and will work in partnership with the University's Wellbeing Service and other University support services to ensure a unified approach to mental health and wellbeing.

We will continue to prioritise early intervention and prevention in student mental health and wellbeing, recognising that student mental health has become one of the most significant and pressing issues facing the higher education sector in a generation.

We will introduce a more comprehensive programme of wellbeing/mental health support sessions working closely with our student-led 'Mind Your Mood' initiative.

We will improve support around sexual violence and sexual health and we will strengthen our partnership with the Belfast Trust and the Public Health Agency, to continue providing a dedicated Sexual Health Clinic run by medical staff who specialise in sexual health. We will continue to support students struggling with basic needs through initiatives such as the Student Pantry and the SU Swap Shop.

We will encourage students to be active and see the benefits of physical health on mental wellbeing.

We will continue working with the SU Bars and Ents team to develop the social experience and bar offering, ensuring the Union bars provide a 'student first' environment.

We will work with SU Bars and Ents, the Union Shop and catering outlets within One Elmwood to ensure a good range of affordable food and drink options.

We will ensure that appropriate resource is in place to allow Clubs and Societies to thrive, and to improve the experience of managing a Club or Society. Increased staff resource will allow the SU to offer more practical, proactive support to the volunteers in Clubs and Societies to deliver their activities, follow the Sporting Pathway and navigate the internal processes and procedures at Queen's.

We will ensure that students are supported in their living environment, whether it be Queen's accommodation, or with accommodation off site. We will also challenge letting agents and landlords who continue to provide sub-standard accommodation for students.

WE WILL PROVIDE OPPORTUNITIES FOR STUDENTS TO HAVE THEIR ACHIEVEMENTS RECOGNISED AND REWARDED

We will provide opportunities for students to have their achievements recognised and rewarded through annual awards, celebratory events and profiling their efforts.

We will support students developing new ideas for projects that aid their personal development, with emphasis on impacting students and the local community. This will include additional funding to support the delivery of these initiatives.

We will explore opportunities with the University to implement a co-operative model of student housing, where students have a greater say in managing and operating their housing.

We will ensure students continue to be provided with a wide range of volunteering opportunities that support the development of employability skills, improve wellbeing and create greater connections to campus and the wider community.

We will set up a new inter-departmental forum at Queen's to better support student communities in navigating the internal environment at Queen's, and to reduce the administrative burden placed on students to manage the bureaucracy associated with running a Club or Society. This will be supported by better student-facing digital systems to make it easier for students to access information about Clubs and Societies.

We will continue to recognise that sustainability is a priority for students and we will embed this into everything we do. In addition, we will work with the University to ensure that together we become more sustainable entities, fostering a culture that values and promotes sustainability and meets our Net Zero goals by 2040.

WHAT WILL SUCCESS LOOK LIKE IN 2030?

Advice and Support Impact by 2030:

- Over 2,000 students will be supported by SU Advice every year with a satisfaction rating of 90%+.
- A Quality of Advice Standards Framework will be in place to ensure the highest quality of advice is provided and maintained in line with the independent advice sector.
- The SU will have a fully resourced Mental Health and Wellbeing department in place ensuring the student voice is heard on mental health issues and that services and initiatives are co-produced/informed by student needs. This will be supported by appropriate resources, activities, and support systems that promote students' physical, emotional, and mental health.
- The student-led 'Mind Your Mood' mental health programme will deliver a comprehensive schedule of awareness raising activities throughout the year, engaging over 2,000 students annually through a variety of activities.
- We will be a sector leader in Social Prescribing, with 80% of participating students reporting positive outcomes as a result of the programme.
- Welfare officers will be embedded into the committee structures of all Clubs and Societies.
- The dedicated Sexual Health Clinic facility in the Students' Union will be providing free 1-1 advice and sexual health testing for over 700 students every year.

- A minimum of 18 Homework Clubs across Belfast will be supported by 150 student volunteers, benefitting over 400 children and young people every year living in areas of educational underachievement.
- Our work on drug and alcohol harm reduction will have resulted in QSU being the first SU across Ireland to achieve the SOS-UK Drug and Alcohol Impact accreditation.
- We will continue to support students who are struggling with basic needs through initiatives such as our Student Pantry and the SU Swap Shop.

Student Experience Impact by 2030:

- A new SU recognition scheme will be in place to recognise students who have made a significant contribution to student life at Queen's.
- There will be at least one active academic related society in every School in Queen's, with staffing resource allocated to further development of academic societies.
- The Students' Union will provide part-time employment or internship opportunities for over 150 students every year.
- SU Volunteer will be aligned with over 550 Volunteer-involving organisations providing enhanced opportunities for Queen's students. This includes more opportunities tailored to specific Schools and subject areas and exploring the possibility of introducing optional volunteering modules on certain courses.



- The Students' Union will have delivered on a Sustainability Plan and SU departments will be able to clearly identify how their work aligns with our sustainability targets and the UN Sustainable Development Goals.
- Student resident committees will be in place in Queen's Accommodation to allow students to participate in shaping their student living experience.
- The SU and the University will have implemented a form of co-operative housing for Queen's students.
- We will have achieved accreditation from 'White Ribbon' for our work on 'Violence against Women and Girls'.
- We will have supported Queen's Sport in furthering their plans for a new Sport and Wellness village, which has the potential to transform sporting facilities and impact positively on sport and fitness opportunities for Queen's students. We will also have supported Queen's Sport to create a model for future investment, that facilitates increasing demand for indoor and outdoor facilities.
- Our students will feel that the SU Bars and Ents and Union Shop offer good value for money.

“QUEEN’S STUDENTS
PART OF THE STUDENT
OFFER ALL SORTS OF
SUPPORT, FROM ACROSS
SOCIAL EVENTS. THEY
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SURE STUDENTS HAVE
THINGS ARE RUN”

S' UNION IS A BIG
ENT EXPERIENCE. THEY
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ADEMIC ADVICE TO
E UNION ALSO GIVES
O GET INVOLVED IN
DVOCACY, MAKING
AVE A SAY IN HOW

PILLAR 3.

REPRESENTING

OUR COMMUNITY

89% of students agree that the SU listens to their academic concerns even if there is no resolution.

84% of students agree that the SU acts on their academic concerns.

71% of students agree that QSU supports academic experience and represents views across the University.

49% of students agree that the SU helps them understand and change the world around them.

CONTEXT

At Queen's Students' Union we believe in collectivism and in supporting the student body to effectively advocate for the needs and interests of students. When students feel part of a strong community, they are more likely to speak up and participate in student-led initiatives or campaigns, leading to more meaningful change on campus or in society.

By placing representation as a key pillar in this Plan, we want to ensure the needs of the student body are heard and acted upon. Whether it's advocating for better academic policies, student funding, affordable housing, or mental health resources, strong representation structures empower students to influence decisions that directly affect their lives. By representing our students effectively, the Students' Union can also ensure that our policies reflect the values and needs of the student community.

The range of issues that a Students' Union needs to represent is vast. A strategic focus on representation will allow us to be responsive to emerging issues. By keeping abreast of the evolving needs of students, we can prioritise the most pressing concerns and advocate for necessary changes.

We also believe that representation adds to the overall University experience. When students feel that they are being listened to and have an active role in shaping their education and campus environment, they are more likely to feel empowered. This can lead to greater involvement in University governance, student-led initiatives, and campus activities.

By making representation a central pillar of this Strategic Plan, the Students' Union can effectively advocate for students, influence positive change on campus, and create an environment where every student has a voice and a stake in their educational experience. In recent years we have made significant changes to our representation structures, but we know there's still more to do.





HOW WILL WE ACHIEVE OUR PRIORITIES

We will work with the University to provide better training, support and recognition for student representatives, empowering them to advocate effectively for students, achieving local and institutional change.

We will work closely with the National Union of Students, the Union of Students in Ireland and the Russell Group SU's to drive national conversations that bring about change.

We will ensure that the Students' Union advocates for policies, services, and initiatives that directly benefit students in terms of academic, social, financial, and mental health needs.

We will continue to ensure SU departments actively participate in relevant University Working Groups and Committees responsible for reviewing University services, processes, procedures, and regulations to provide input from a student perspective.

We will continue to influence key University strategies that impact students' academic experience, co-chairing University committees and working groups for Strategy 2030, as well as regularly engaging with University senior leadership.

We will invest additional resources to ensure the student voice is effectively heard across all areas of the University through our Course Rep, School Rep and Faculty Rep structures.

We will introduce a new transformational digitally enabled student voice representation system, making it easier for students' views to be heard, with simplified structures, effectively connecting digital, data and dialogue.

We will work with the University to embed a culture of student-staff partnership across the Institution, with emphasis on improving consistency in areas such as; student voice; communication; academic enhancement, including feedback, and student representation.

We will be visible in every School, Faculty and Department, through our Reps, SU Information Points across campus and direct communication channels.

We will promote leadership opportunities for students within the Students' Union and throughout the University, enhancing their employability skills.

We will be an active partner in networks beyond the University to ensure we are addressing broader student issues beyond the local context.

We will continue to enhance training and development for executive committee members of Clubs and Societies, providing them with the skills to carry out their roles and further develop their Club or Society.

We will ensure the SU is leading the way on liberation, equality and diversity, empowering students to take the lead in campaigning for change.

We will lobby for an education system that is more inclusive, affordable and sustainable.

WHAT WILL SUCCESS LOOK LIKE IN 2030?

Education Impact by 2030:

- The Students' Union will be well represented on key University committees, boards and decision-making bodies.
- Our programme of student academic representation will be consistent with best practice across the sector, fully implementing the Student Academic Representation Code of Practice and developing new sector leading student voice approaches.
- We will have led in the development and implementation of a new Student Partnership Framework across the Institution as part of the Student Voice strand of Strategy 2030.
- By co-chairing key University committees and working groups for Strategy 2030, we will have influenced key strategies that impact students' academic experience, e.g. the 'Beyond Blended' project and improvements to assessment.
- There will be new engagement and representation structures developed to meet the particular needs of postgraduate research students in Queen's.
- All SU elected roles will better reflect the membership we serve. Election turnout for Student Officer elections will be in the top quartile of Russell Group SUs with over 60,000 votes cast every year.
- QSU will have seen consistent improvement between 2025-30 relating to the NSS question which asks students 'How well does your Students' Union represent students' academic interests?'

- Queen's Students' Union will formalise and increase collaboration with student representative groups from the University Colleges and will incorporate students learning through transnational education in our student voice structures.

Advice and Support Impact by 2030:

- We will have a more comprehensive programme of training and development for over 750 voluntary student representative leaders across the Institution and over 700 voluntary executive committee members of Clubs and Societies, providing them with the skills to carry out their roles more effectively.
- QSU will be providing tools and training to students to empower them to contribute meaningfully to improving course quality, their teaching and learning experience, and reform of assessment practices.

Student Experience Impact by 2030:

- We will have contributed to the development of a new academic year calendar, providing an enhanced educational experience and overall student experience.
- A new online platform will be in place across the Institution to allow the SU and the University to better listen and engage with the student voice, as well as providing an online platform for students to contact their representatives.
- Our new website, digital systems and a greater focus on student insights will allow us to better engage with the student body.
- Queen's Students' Union will be seen as a key influencer at City and Government level, building and maintaining relationships, shaping policy and achieving tangible outcomes on issues which impact students, including transport, accommodation and a more sustainable funding model for Higher Education in Northern Ireland.





“THE SU IS A FANTASTIC PLACE. IT HAS ALLOWED ME TO GROW AS A PERSON AND BEING INVOLVED IS THE BEST PART OF MY STUDENT EXPERIENCE”

KEY STRATEGIC ENABLERS

People

Our people are key in delivering the services of the Students' Union and in delivering our strategic goals over the next 5 years. Our success and the fulfilment of our mission and objectives are fundamentally reliant on the involvement, engagement, and well-being of the individuals we serve and employ. This includes students, student leaders, Students' Union staff, and various other stakeholders within the University community.

We remain committed to fostering a supportive environment where staff can make full use of their skills and feel valued, with a strong focus on wellbeing and professional development. Over the next five years, a key priority will be ensuring our teams are well-resourced and supported, with all departments staffed appropriately. We will also work to ensure our workforce reflects the diversity of our membership. Our student staff will also be provided with opportunities to develop key skills that are transferrable to future careers and which are valued by employers.

Governance and Management

At Queen's Students' Union we are aware that governance will play a crucial role in the successful delivery of this Plan, ensuring that resources are used efficiently, ethically, and transparently in line with our goals.

As part of the last Strategic Plan, the Students' Union worked with the University to develop a Relationship Agreement which supports the Union working in a more autonomous and independent way; student-led, run by students, for students, and empowered to manage its own affairs. We will continue to review this Agreement to ensure it works in the best interests of our members.

We will ensure we are a well-governed Students' Union with trust among our members, the student body, and external stakeholders. Effective risk management is key to SU operations, particularly given the range of services currently being delivered on a day to day basis. We will continue to prioritise identifying and managing potential risks, ensuring that challenges are anticipated and mitigated before they can disrupt our progress.

Our governance structures will help ensure that this Strategic Plan is not only effective in the short-term but also sustainable over time.

Finances

This Strategic Plan will be supported by a new funding model agreed with the University, ideally covering a minimum of 3 years. Our financial plan will ensure that the budget aligns with our strategic goals, allowing us to prioritise spending and ensuring resources are allocated to the most impactful areas of the student experience.

We want to work with the University to develop a financial plan that provides the Students' Union with the opportunity for sustainable growth and development in an accountable manner, to safeguard longer-term success and in the best interests of the student body.

Identity and Communications

In 2022, the Students' Union undertook a full rebranding exercise with a view to developing a new modern look and feel for the Students' Union. The rebrand has been very successful and has provided the Union with a brand and identity that students can relate to and trust. We want to use the new brand identity to build a cohesive image of the Students' Union, with a view to building a sense of connection and community among our students.

We also want to use the brand to deliver a more consistent narrative that ensures we communicate our purpose, our goals and the breadth of the services we offer to connect with an increasingly diverse student body.

Over the duration of this Strategy, we need to build additional resource and capability into our marketing department to lead a digital transformation project. A better resourced marketing team will facilitate greater focus on collecting and utilising student insight, required to inform Union priorities. This will form part of a new Digital Marketing and Communications Strategy (supported by Information Services), with a key focus on improving our use of digital platforms to better communicate with a large and diverse audience of students, ensuring that our messaging reaches as many students as possible.

We also want to use digital platforms to better segment and target different cohorts of students. By gathering up to date research and insights we will ensure that everything we do has the greatest impact on our students.

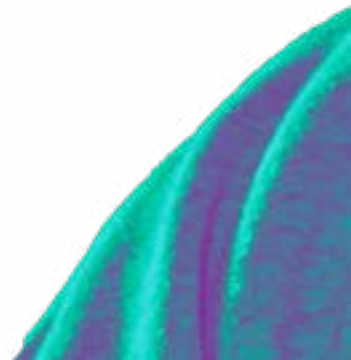
The design of a new website that is fully integrated with our Management Information System will bring significant benefits, transforming how students can access and manage information on our services.



CONCLUSION

This Strategic Plan prioritises 'Building and Supporting Student Community at Queen's', by creating an engaging, supportive and inclusive student community that enhances the overall student experience, leading to both personal and academic growth. Our Plan will guide us in creating a campus environment where Queen's students feel connected and empowered, leading to a strong and united student body.

“WHEN FRIENDS OF MINE FROM OTHER UNIVERSITIES HAVE COME TO VISIT ME, THEY ARE IN AWE OF OUR STUDENTS' UNION, AS THEIR UNIVERSITIES DON'T PROVIDE AS FANTASTIC SERVICES AS OURS”





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Follow us on:



[Q-SU.org](https://www.q-su.org)