

Student Community Development Plan

2025 AND BEYOND

ENSA - putting students at the heart of the University experience

... What we want for our students

ENSA believes that Edinburgh Napier University students should be enriched by their university experience and empowered to become confident and successful contributors to their work places, communities and society.

... Why are we here?

ENSA exists to enable students to make the most of their university experience. We do this by representing, supporting and developing Edinburgh Napier students to be successful in their studies and future careers; to try out new things from sports clubs to societies; to engage in, and contribute to, university life; to be healthy, happy and safe; to bring about positive change; and to have fun.



What matters to Edinburgh Napier students?

▣ **Community and making friends** – students want to feel a sense of belonging during and after their time at University, to feel included and inclusive, to meet and appreciate people from all walks of life, to participate in the local community, to take part in extracurricular activities and to make new friends for life while at university

▣ **Education** – students want to be supported to learn and develop, to be stretched and challenged, to enjoy their studies, to gain the knowledge and skills they need to make a difference to their work places and their communities

▣ **Representation** – students want to have a say in shaping their university experience with meaningful change, adapting to an ever changing landscape. This is academic or lifestyle, from housing and working conditions to money in your pocket

▣ **Empowerment** – students want to feel empowered to bring about positive change for themselves, others and the environment in which we live.

▣ **Wellbeing and Safety** – students want to be happy and healthy, no matter what their individual challenges may be, and feel good about themselves and their future prospects. They also want to feel safe in a welcoming and supportive environment.

▣ **Transformation** – students want to have a broad range of exciting extracurricular opportunities to stretch and challenge themselves, learn new skills, to develop as leaders, to aid career planning and be transformed by their university experience



What does ENSA do?

Edinburgh Napier Students' Association (ENSA) is a student-led, independent charity serving all students of Edinburgh Napier University. We are the vehicle to make things happen in a structured and democratic way.

Your three elected Officers, the President and two Co-Presidents, take a year out of their studies to ensure peer to peer support. They are champions for students and work on your behalf to ensure you have the best possible experience at university.



**President
Societies and
Community
2025/26**



**Co-President
Sport and
Wellbeing
2025/26**



**Co-President
Education and
Employability
2025/26**

We serve our membership primarily through the following key areas:

- ▣ **Sports and Societies:** we support over 20 sports clubs and more than 30 societies
- ▣ **Representation:** we train over 500 Programme Reps, chosen by students, to represent concerns on education-related matters and effect change
- ▣ **Advice:** we provide an independent and confidential welfare rights and education service
- ▣ **Campaigns:** we run a range of activities throughout the year promoting equality and diversity, health and wellbeing, sustainability, and other issues important to students
- ▣ **Events:** we put on a range of exciting events throughout the year, including Welcome Week

Representation & Engagement

We want Edinburgh Napier students to help us be a strong Students' Association by:

- ▣ Knowing who we are and understanding what we can do with your help
- ▣ Taking up and running extracurricular activities with active support from ENSA
- ▣ Putting yourselves forward to represent the study body by running for office, being an intern and or being a Programme Representative
- ▣ Voting in elections for people who will support your interests
- ▣ Using our Advice Service if you need help or guidance
- ▣ Running and taking part in campaigns and activities
- ▣ Enjoying student events throughout the academic year, starting with Welcome Week

In order to achieve our goals, we will:

- ▣ Use online and social media communication first, cutting our reliance on paper
- ▣ Adapt to a wide range of digital technologies and opportunities
- ▣ Support student-friendly areas across all three campuses
- ▣ Make more use of Programme Reps to understand what students want
- ▣ Make meaningful solutions to issues that are important to students
- ▣ Have more variety of events across the year at different venues
- ▣ Work in partnership with other organisations and the University when there is a clear benefit for students
- ▣ Increase our commercial income to enable us to offer more for students
- ▣ Share our success stories so students know what students and staff working on their behalf do and the difference we all make together

Wellbeing

Edinburgh Napier students want to be happy and healthy.
To enhance student wellbeing, we will:

- ❑ Create a programme of recreational sport to attract a wider range of students who have a preference for casual participation in sporting activities
- ❑ Support Clubs and Societies for fun, recreation, diversity, academic readiness and skills learning
- ❑ Enhance our Advice Service to enable more students to access support for academic and welfare issues
- ❑ Develop the expertise in our Advice Service to provide academic representation for those Edinburgh Napier students studying outside of Scotland including the University's Global Online students
- ❑ Partner with the University Wellbeing Team to support the delivery of the University's Wellbeing Strategy

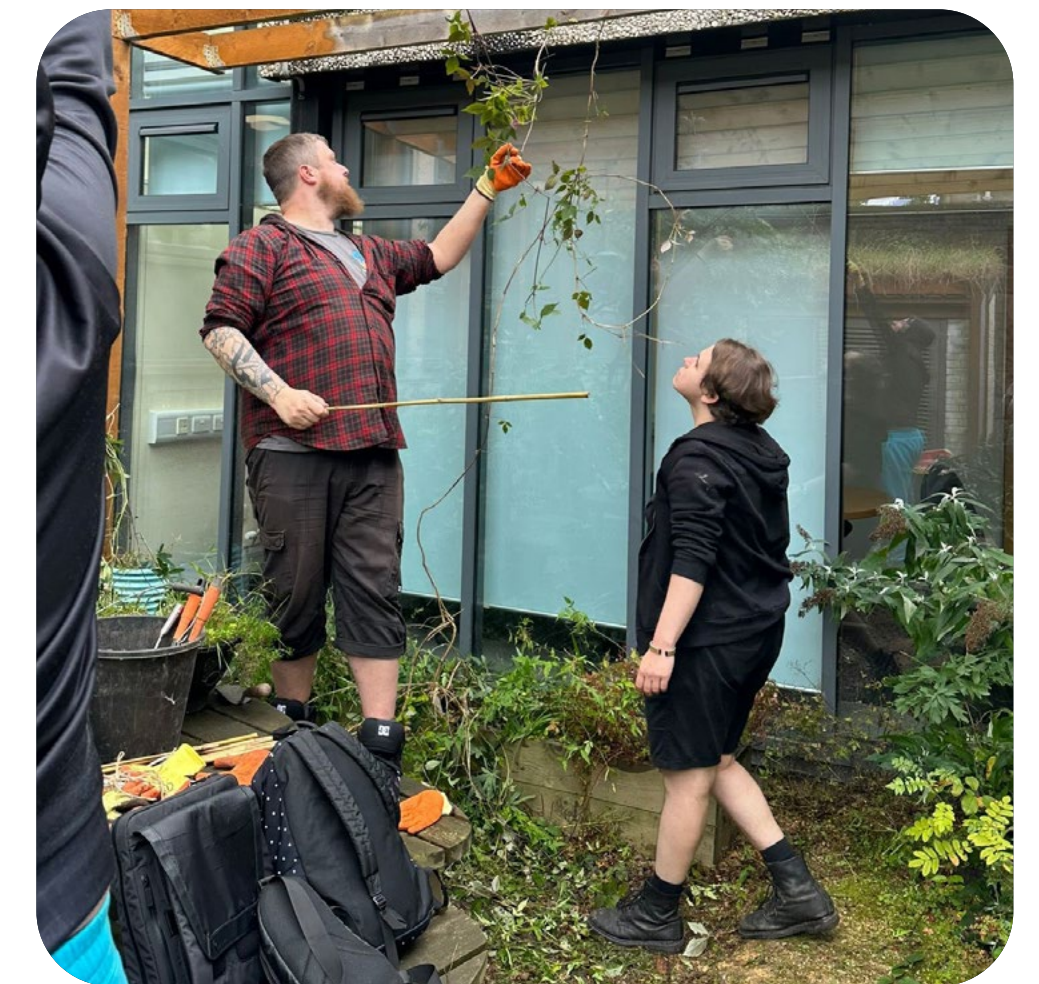


Community

It's important to feel a sense of belonging while at university. We are committed to building student communities and connecting students with the local community by:

- ▣ Helping you find friends and communities that suit your interests
- ▣ Provide an opportunity for mutual understanding between University staff and students
- ▣ To grow and develop existing societies and identify opportunities to aid in the creation of new ones
- ▣ Help societies through training and development to understand their role in promoting a sense of community and inclusivity
- ▣ Highlighting opportunities for students to get involved in, and connect with, the local community through participating in activities that align with their degree, local events and activities or fundraising for charities

- ▣ Offering a range of events and activities at different times of the day and at different venues in order to be more inclusive of students from different backgrounds and with differing priorities, including part time, mature and postgraduate students
- ▣ Providing an attractive range of online events and activities using digital technologies to engage all students including distance learners



Education & Leadership Development

University is a great time to work on developing leadership skills. ENSA will give support to student leaders by:

- Promoting volunteering, internships, career planning and providing training and development opportunities for student in collaboration with the University
- Improving and enhancing its induction and professional development programme for Full-Time Officers
- Supporting Officers to deliver key manifesto pledges and ensure they have a professional attitude in the important role they have
- Supporting Programme Reps to effectively represent students' academic interests
- Providing the structure for an effective Student Council

- Ensuring all clubs and societies leaders complete essential training and are offered additional training opportunities throughout the year
- Encouraging students to get involved in meaningful discussions to bring about positive change
- Giving them opportunities to contribute to organising and delivering events and activities.



... Enablers: Our People

We will continue to nurture a collaborative and consultative culture, where all students and staff feel valued, challenged and supported to deliver a high-quality service for students.

Specifically, we will:

- ▣ Work as a team to develop values and behaviours to guide our work and our working relationships
- ▣ Ensure that staff have professional development plans in place that are aligned with the Student Community Development Plan and implemented and reviewed annually.
- ▣ Enhance our performance management processes to provide staff with ongoing feedback for development purposes
- ▣ Ensure that each member of staff attends one conference or training session a year to broaden their knowledge and skills
- ▣ Conduct an annual staff survey and act on the findings



... Enablers: Governance & Structure

We will continue to develop and improve our governance structures to ensure that ENSA is well-governed, financially sustainable and fully compliant vehicle to support students. We are committed to:

- ▣ Providing a full induction programme for Board, staff, sabbatical, interns and volunteers
- ▣ Being financially sustainable with at least three months of reserves in the bank
- ▣ Developing and making accessible the full suite of our policies and procedures
- ▣ Using the SCVO Governance Code as a basis for assessing governance arrangements
- ▣ Putting sustainability, both financial and environmental, at the heart of our decision-making
- ▣ Conducting an annual pulse survey to determine where our resources should go for the benefit of students.

- ▣ Enhancing our performance management processes to provide staff with ongoing feedback for development purposes
- ▣ Ensuring that each member of staff attends one conference or training session a year to broaden their knowledge and skills



... Enablers: Measuring Success

We are committed to continuous improvement, which is why we will monitor, evaluate and report on our performance to ensure that we are delivering a high quality service for students in line with our priorities outlined in the prior sections.

In order to be the best students' association we can be, we need regular feedback and input from students. We will therefore seek the views of students through a number of channels both formal and informal, including:

- ▣ Ongoing feedback
- ▣ Social media interaction
- ▣ Societies and Sports Forums
- ▣ Programme Rep and Student Council
- ▣ Advice Service Feedback Survey
- ▣ National Student Survey
- ▣ NUS Surveys, Pulse Survey, Staff Survey
- ▣ Informal conversations with Full-Time Officers/staff
- ▣ Risk and Finance Committee, ENSA Board and University Court feedback
- ▣ Sabbatical / Principal discussions

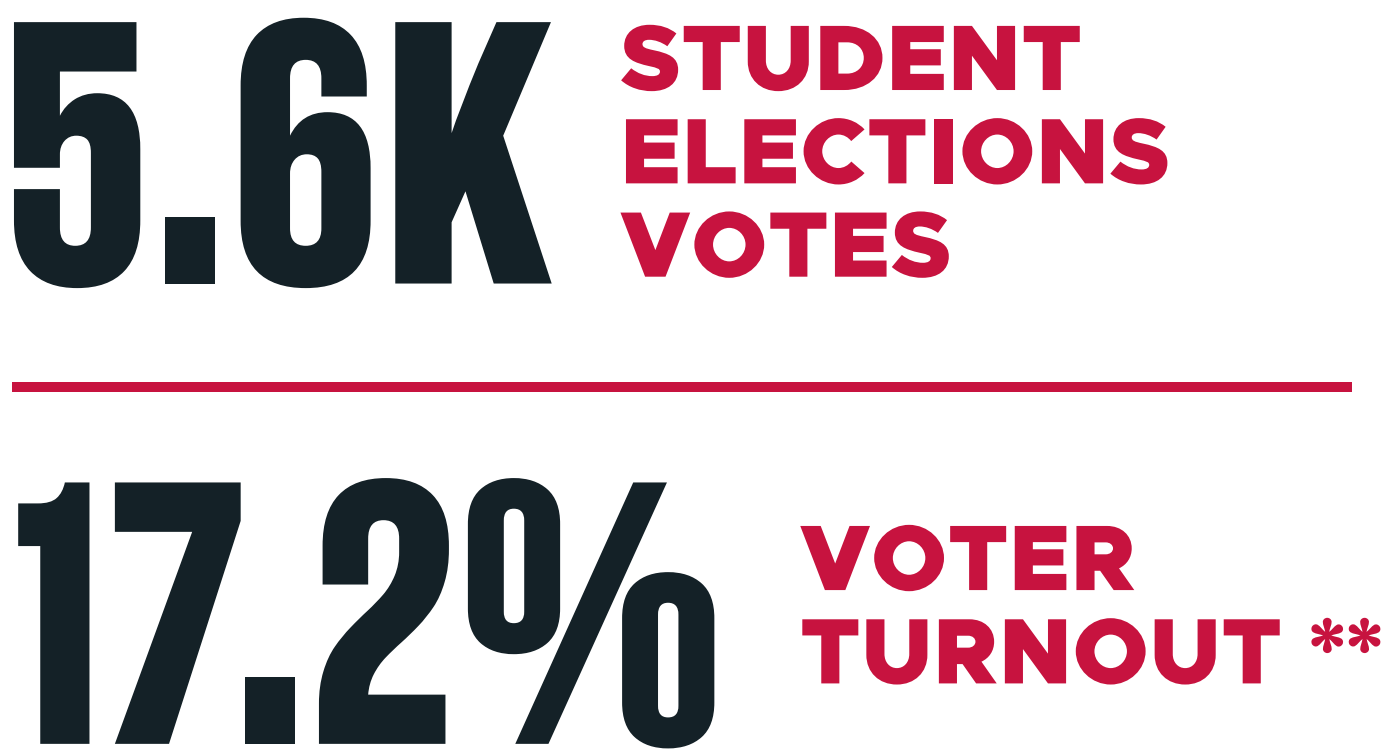
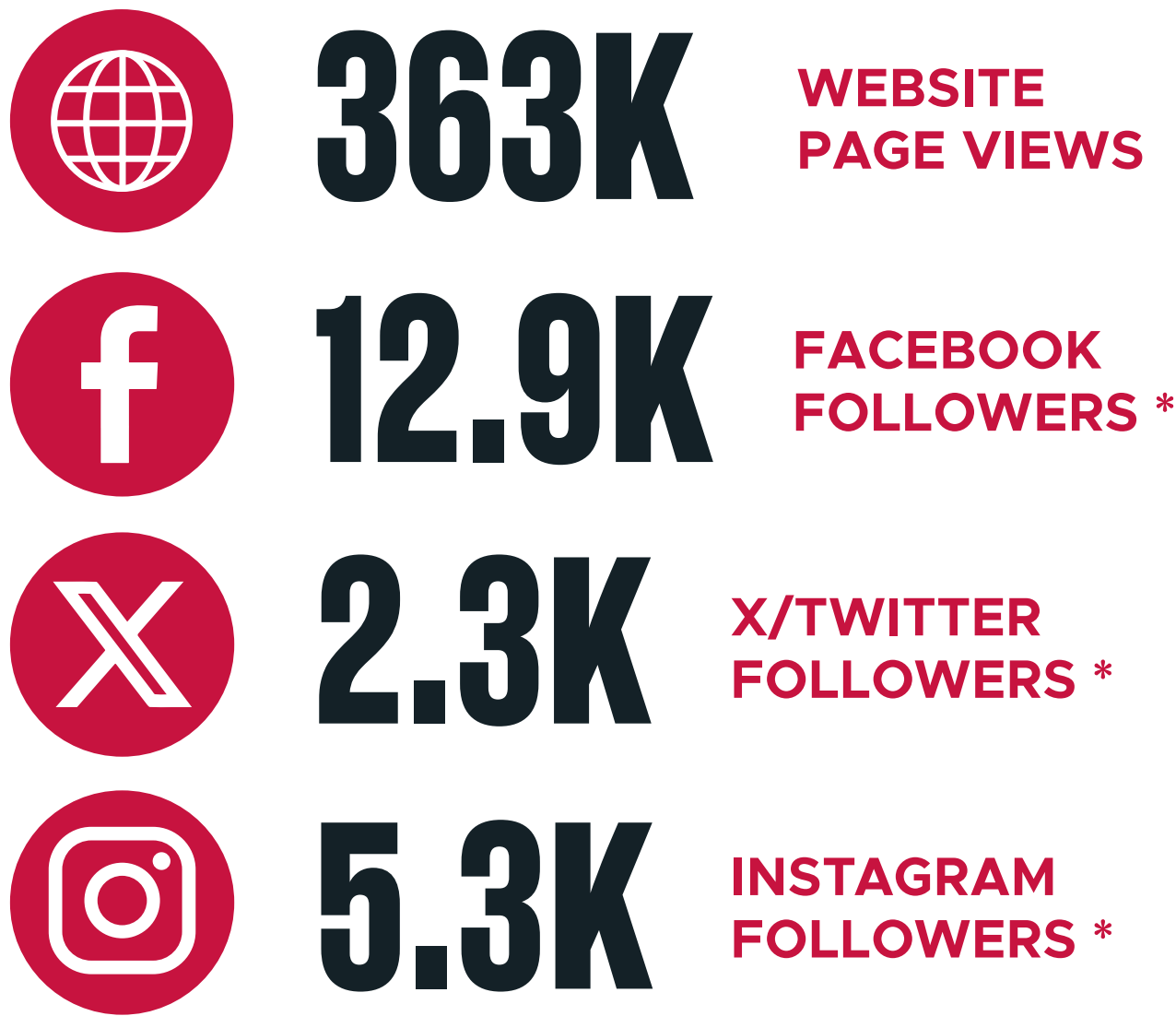


... Past Performance: 2023/24 In Numbers



*Numbers accurate as of 16 April 2024

... Past Performance: 2024/25 In Numbers



* Total number of followers as of 16 April 2025
** Based on eligible UK-based students

... Student Community Development Plan: Actions and KPIs

This plan has been developed with our sabbatical, engagement team (societies, sports, representation and events), marketing and communications team and advice team using previous plans, student feedback, the results of the Big Student Voice Survey and discussions with the ENSA Board and University.

We refer to 'leads' for each project but the teams will work together to deliver an improved student experience. Detail will be in the teams' annual plans which will be developed after staff appraisals and objective setting meetings in May/June.

We will also add or align elected student ambitions for their sabbatical year.

This is an ongoing plan and will be reviewed in March/April every year and feed into the University budgeting for our annual grant. Feedback on this Community Development Plan will be made at the Student AGM, alongside the Accounts which will take place as part of a Student Council. We strive to do this in February / March every year.

OUR TOP TEN KEY PERFORMANCE INDICATOR (KPI) TARGETS:

- ▣ 8 out of 10 satisfaction in our annual Pulse Survey
- ▣ Over 70% in the NSS Survey
- ▣ Over 80% of staff would recommend people to work with us
- ▣ Over 90% satisfaction of the Advice Service
- ▣ 1% of our annual income will be used for training of staff
- ▣ Increase participation in sports and societies by 1% year on year
- ▣ Increase number of student reps / council participants by 1% year on year
- ▣ 10% increase in participation in ENSA activities and events by 2030
- ▣ 1% increase in voter turnout year on year - 20% of total students studying on campus by 2030
- ▣ 3 people standing for sabbatical will have previously held a leadership role in the Students' Association by 2028

Priotity Area	Activity	KPIs	Timeframe	Leads
Representation	Ensure that, where engagement with the student voice takes place, students are supported and appropriately trained.	3 forums and one or more training session to support groups	2025/26	Student Engagement
Representation	Continued close collaboration with the University on the student experience, to support representation and strengthen the student voice, including International College, direct entry students and students overseas/online.	Recruit 3 student interns, one for each campus with aim for 5 schools to be represented	2025/2026	Student Engagement
		Review the Student Community Code once implemented	2025/2026	Full team
		Develop Student Partnership Ambition	2025/2026 – reviewed every 5 years	
		Develop ENSA staff relationships with key university staff.	2025/2026	
		Review members of staff/sabbaticals on University Committees and meetings	2025/2026 – reviewed annually	
Engagement	Effectively feedback to students from schools and ensure student needs are prioritized.	At least one feedback document is produced from school to students Schools avoid undergraduate teaching on Wednesday afternoons where possible. Reading weeks are aligned across schools.	2025/2026	Student Engagement

Priotity Area	Activity	KPIs	Timeframe	Leads
Engagement	Use data to understand our students, to help maintain our current audiences, to shape activities and to ensure we support non-engaged students.	<p>Identify areas for developing targeted student engagement.</p> <p>Improve student engagement by 10 groups/societies.</p> <p>Gather regular feedback through pulse and targeted surveys.</p>	2026/27	Student Engagement / Comms & Marketing
Engagement	Further support International students through engagement with consulates, external support networks and business.	Ensure one new funding source, one recruitment sessions / business / training opportunity and engagement with 3 consulates.	2025/2026	Student Engagement
Engagement	Engage with sector organisations including NUS, NUS Scotland, Sparqs as well as other HE/FE Institutions to improve external and national representation and learn from best practise.	<p>Attend meetings or training with NUS/NUS Scotland at least twice a year.</p> <p>Attend meetings with Sparqs, and other institutions at least twice a year.</p>	2025/2026	Student Engagement / Other Depts where appropriate
Wellbeing	Actively promote the Advice Service and key student issues to ease anxiety amongst students.	<p>20 information campaigns including Welfare Wednesday and ENSA stalls.</p> <p>Develop an easy-to-use, online guide distributed prior to coming to University and details via on boarding.</p>	<p>2025/26</p> <p>In place for 2025/26 with target information for 2026/27 to all students.</p>	Advice / Comms & Marketing

Priotity Area	Activity	KPIs	Timeframe	Leads
Wellbeing	Develop the student listening service.	Increase listening service volunteers by 2.	2025/26	Advice
Wellbeing	Increase support for sabbatical officer activity on issues including housing, cost of living/funding, safety and making friends, by encouraging participation in student activities, particularly to widening participation students.	Support the sabbaticals on at least three activities during term time.	2025/2026	Advice
Wellbeing	Provide targeted support for specific student demographics (eg 1st years, masters, postgrads, mature, international).	Funding for and at least 3 events.	2025/2026	Advice / Student Engagement
Wellbeing	Investigate means of providing ongoing financial support to alleviate cost of living and access to University activities.	Investigate in kind and grant funding from University and other sources, in the region of £5,000 - £25,000 pa..	By 2028	Advice
Community	Develop Academic Communities, alongside or adjacent to our societies and Rep programmes.	5 new academic communities launched.	2025/2026	Student Engagement
Community	Improve support and advocate for student communities. Embed sport as a pillar of the University.	Diversify and increase funding for clubs and societies to move away from “pay to play” Support the launch of at least 10 new clubs/societies/academic communities using gathered data	2028	Student Engagement

Priotity Area	Activity	KPIs	Timeframe	Leads
Community	Build upon, and coordinate, events on and off campus organised by ENSA, Sports and Societies, Res Life, specific student groups, departments (academic and non-academic) and our external partners externally, to increase attendance.	8 partnered events (with at least four partners) take place, using Native platform for tickets.	2025/26	Student Engagement Team/ Comms & Marketing / Advice
Community	Develop a programme of events to support and engage students. (For example: Welcome Week, Welcome Back Week, Tri 3 Welcome Events, Napier Student Film Festival, Movember, Feel Fab Feb, Global Horizons, Elections, Varsity, Clubs and Societies Ball, Housing, Entrepreneurship Fairs, Sustainability Week and Excellence Awards.)	Host and promote 13 key events across the academic year.	2025/2026	Student Engagement Team/ Comms & Marketing
Community	Establish weekly planning meeting with all teams to bring everyone together for planning and evaluation of activities, methods of communication, feedback mechanisms, resources management and branding consistency	Hold 20 weekly staff-team meetings	2025/2026	Full team
Community	Support students through the cost-of-living crisis.	Redevelop four accessible student spaces to improve the student experience. Introduce a reuse/recycle space incorporating a student pantry and c-card space.	By 2030	Student Engagement / Comms & Marketing / Advice
Education and Leadership Development	Ensure our students understand the career benefits of engagement with representation, sports, societies, volunteering and internship programmes through ongoing work with Careers and Employability.	Hold at least 8 training / forum sessions	2025/2026	Student Engagement

Priotity Area	Activity	KPIs	Timeframe	Leads
Education and Leadership Development	Support students with relevant career planning information online and in person, at the time of year most useful to students.	At least three contacts with Careers and Employability.		Student Engagement Team
Education and Leadership Development	Develop reciprocal mentoring programme, intern programme and volunteering and align with career planning and standing for sabbatical role	Reverse Mentoring trial	2025/2026	Student Engagement Team
		Reverse Mentoring Roll out	2026/2027	
		Funding and intern programme	2025/2026	
		At least 3 sabbatical candidates each year have engaged with ENSA before standing for election.		
Our People	All staff have structured interview process, induction, exit interview, handover document and imbed staff handbook conditions. We will investigate being put on the non-academic University pay scales, with access to University communications, offers and benefits.	Staff are positive about working for ENSA. Over 80% of staff would recommend people to work with us.		SLT
Our People	Conduct and act on annual staff survey, ensuring health, wellbeing and inclusion is a priority for us as a organisation.	Hold an annual staff survey in April and benchmark against the previous year's results. Staff survey results to improve year on year		CEO and SLT

Priotity Area	Activity	KPIs	Timeframe	Leads
Our People	All staff take part in at least one training, networking or volunteering opportunity during the year.	Create 5 staff blogs and ensure blogs are updated regularly with appropriate content.	2025/26	Comms & Marketing, Advice, Student Engagement, FTOs
Our People	Develop annual internship programme to provide employment for students, support the staff/sabbatical team and become another recruitment area for future sabbaticals, whilst maintain a strong volunteer culture.	Develop at least 20 student intern opportunities		SLT
Governance and Sustainability	Increase and diversify funding to ensure ENSA is financially stable.	Increase university funding by providing evidence of need and agreeing KPIs with the University with their support and available data	2025/26	SLT
		Develop a funding group to ensure current and new funding opportunities are identified and acted on, meeting at least 4 times a year.	2025/26	SLT
Governance and Sustainability	Conduct annual Pulse survey with students who engage with us and use information to direct resources in future plans.	Minimum 100 survey responses.	2025/26	SLT
Governance and Sustainability	Ensure good governance.	Review Articles of Association to ensure it reflects current activity and ensure all charity policies are up to date.	2025/26	Board / Advice / Student Engagement