

**The Strategic plan has been devised by the Directors and Staff and is owned by the Directors**

### **StudentForce for Sustainability**

We are a national charity that focuses on young people working and learning to boost their employability, as well as the sustainability of communities and employers.

#### **Why are we unique?**

We are the only organisation in Europe that solely focuses on young people, employability, sustainability and learning through placements, volunteering and career advice.

#### **Our Vision**

Young people working and learning to boost their employability, as well as the sustainability of communities and employers.

#### **Why StudentForce for Sustainability?**

##### **Student**

Learning is the main support – with continuous learning, workshops, mentoring and accreditation. We want to treat all our users as learners.

##### **Force**

Young People are the main users – generally those over 16 years old who want short-term volunteering or paid placements leading to a job. We want to help the future workforce.

##### **For Sustainability**

Sustainability is our main focus – with projects, volunteering, placements and employment that promote and practice sustainable development. We want to boost the local community, economy and environment together.

#### **Who are our users?**

##### **Young people**

We recruit, support, and train recent graduates on paid placement and young people as volunteers. We advise young people on careers, volunteering, and employment.

##### **Communities**

We find, train and support young volunteers for community projects  
We help them learn about and practice sustainable development  
We help them work more sustainably with young people

##### **Employers**

We find, train and support the right graduates to work on short-term projects  
We help them learn about and practice sustainable development

## **StudentForce for Sustainability Strategic Aims**

### **Attracting young people who are committed to sustainable development.**

We will focus on raising the capability, involvement and profile of StudentForce nationally, so that it becomes a first choice for young people who are committed to sustainable development.

- Focusing on Young People who are motivated by sustainability and learning, to help them to become more employable.
- Continuing to develop as leaders in providing specialist work experience that practices and promotes sustainability.
- Seeking partnerships with leading and innovative organisations and individuals to practice sustainable development.
- Continuing to develop as a leading organisation in promoting education for sustainable development.

### **Meeting the needs of our main users and funding organisations.**

We will manage the organisation in a way that is both prudent and effective, providing the resources to meet the needs of young people by developing innovative experiences that attract funders.

- Securing our future through financial stability.
- Developing a spectrum of risk to allow more proactive, innovative work to be developed.
- Learning, understanding and being guided by young people as our main users.
- Understanding what employers/funders need and want in terms of young people and sustainability.
- Increasing employability, providing learning and practicing and promoting sustainability in everything we do.

### **Supporting our main users and the community over time**

We will develop ways of delivering ongoing support for our users in furthering their commitment to sustainability. We will raise awareness of our services and share our knowledge to the benefit of our users, StudentForce and the community at large.

- Developing our activities in the context of our competitors and the extended environment to contribute towards financial viability.
- Raising awareness amongst young people, employers and communities of the value-added and cost effectiveness of our services.
- Continuing to work with our main users to promote a mutual relationship that will facilitate the practice and promotion of sustainability throughout their lives.
- Sharing our knowledge of young people in relation to employability, sustainability and learning with employers, communities and decision makers.

### **Monitoring the financial and general management of the organisation**

- Monitoring staff morale.
- Monitoring financial practice and performance
- Undertaking risk assessment.
- Monitoring adherence to relevant quality systems.
- Ensuring best practice corporate governance.

### **Monitoring human relations and legislative aspects of the organisation**

- Monitoring staff morale.
- Monitoring employer's statutory and legal obligations.
- Monitoring equal opportunities practice.

## **Strategic Planning Terms**

### **Strategic Plan**

StudentForce's direction and priorities over the next period, developed by Staff and Directors and owned by the Directors.

### **Vision**

Simple statement of what StudentForce wants to change and how it will make a difference, what makes it different from others and why it continues to exist.

### **Strategic Aim**

SMART set of aims that enable Directors to give strategic direction to their executive officer. How do we get there? Eg. More user-led.

### **Critical Success Factor**

Factors critical to the success of the strategic aims. What do we need to do well? Eg. All staff will be receiving the training they need

### **Key Performance Indicators (KPIs)**

Monthly or quarterly measurements (qualitative or quantitative) of our success. How do we measure how well we are doing? Eg. Difference between budget and actual, Review staff training and development needs at least twice a year

### **Outputs**

Regular or daily measures which can aggregate to produce KPIs. How do we know what a good result is? Eg. Numbers of volunteers trained.

**User**

Young people who are motivated by sustainability and learning to help them become more employable.

**Client**

Organisations to whom StudentForce provides a service or product.

**Leading organisation**

Organisation respected by key decision-making organisations as one of the top national organisations complying with best practice and national standards or awards.

**Education for sustainable development**

Developing the knowledge, skills, understanding and values to participate in decisions about the way we do things individually and collectively, both locally and globally, that will improve the quality of life now without damaging the planet for the future. This is the definition of the Government's Sustainable Development Education Panel. We view this in terms of education as well as training, staff development and employment related to sustainable development in the context of young people. This includes formal, informal and non-formal education and training that enables people to learn about sustainable development as well as change their behaviour and influence others.

**Sustainability**

The vision of leading to more sustainable development. Sustainability is often equated with the goal of an organisation, to continue its activities indefinitely, into the long-term future, having taken account of its impact on financial, social and environmental capital.

**Sustainable development**

The simple idea of ensuring a better quality of life for everyone, now and for generations to come. A widely-used international definition is development which meets the needs of the present without compromising the ability of future generations to meet their own needs.

**Employability**

Set of skills, knowledge and personal attributes that make an individual more likely to secure and be successful in their chosen occupation(s) to the benefit of themselves, the workforce, the economy, citizenship, society and the community. ie. It is more than being able to find a job after leaving formal education.

**Work experience**

Experience of working with employers in the workplace through placements, volunteering or shadowing.

**Empowerment**

Supporting people and communities so they are capable of doing things for themselves.

**Capacity-building**

Activities, resources and support that strengthen the skills and abilities of people and community groups to take effective action and leading roles in the development of their communities.

**Core Values**

Values, held by all Directors, staff and volunteers, that define StudentForce's culture, standards, rules and ways of working.

**Policy**

Formal statement of principle, action and responsibility underpinning all the activities of StudentForce, agreed by the Directors.

**Risk management**

The management required to minimise the financial, human and external (political, economic, social, technological and environmental) factors that could undermine the projects and activities of StudentForce.

**Year plan**

Annual plan, developed by the Chief Executive with the staff, that translates the strategic plan into operational processes and projects, with a budget.

**Portfolio Analysis**

Comparative analysis of the Studentforce's current and planned projects, against the strategic plan as well as external factors (political, economic, social, technological and environmental).

**Benchmarking**

Comparison of our activities against the activities or standards or similar organisations.

**Operational process**

The processes that staff use to achieve the strategic aims – Staffing, Resourcing, Planning and Reviewing, Marketing, Accounting and Fundbidding, Developing, Servicing.

**Objective**

Means of achieving strategic aims through projects, partnerships and activities.

**Project**

Funded or fundable activity to achieve strategic aims.

**Partnership**

Engagement with other organisations, based on a signed memorandum of understanding, to further projects and activities.

**Memorandum of understanding**

Formal signed document that clarifies the roles, rights and responsibilities of partners.