

**ngsu**

# **National Conference 2025**

**Strategic  
Plan  
2026-2027**

## Introduction

As we look ahead to 2026 and 2027, NGSU remains committed to protecting and promoting the interests of our members and ensuring their voices are heard at every level of Nationwide. The next few years will bring both opportunities and challenges for our union, and it is vital that we continue to adapt while holding firm to our values of integrity, fairness, and respect.

Nationwide's purchase of Virgin Money will shape much of the industrial relations landscape during this period. The integration of two large financial institutions - each with its own culture, history, and trade union arrangements - will present unique challenges. Virgin Money colleagues are currently represented by Unite, and it is not yet clear what the future model will mean for us. We will work constructively with Nationwide and, where appropriate, with Unite to ensure that our members' terms, conditions, and workplace voice are protected throughout the integration process.

At the same time, wider pressures on trade union membership remain. Changing attitudes towards unions, a more transient workforce, and the ongoing transformation of the financial services sector - through technology, automation, and new working models - mean we must work harder to demonstrate the relevance and value of NGSU. These changes, alongside economic pressures and cost-of-living challenges, will require us to be both pragmatic and ambitious in our approach.

There are, however, significant opportunities. Our history of constructive engagement with Nationwide gives us a strong platform to influence decisions during the integration and beyond. We will continue to use our sole bargaining rights and recognition agreement to secure the best possible outcomes for our members, while exploring new ways to recruit, retain, and engage a diverse and dynamic membership.

Our strategic priorities for 2026–2027 will therefore focus on:

- ▶ **Securing fair outcomes** for all members during the integration of Virgin Money and Nationwide
- ▶ **Strengthening our membership base**, particularly among under-represented groups and newer entrants to the workforce
- ▶ **Maximising our influence** in workplace policy and strategic decision-making
- ▶ **Providing professional, timely, and trusted representation** for our members when they need it most.

We face a period of change, but we do so from a position of strength - with a stable financial base, an experienced team, and a dedicated network of representatives. By staying true to our mission and working in partnership where possible, we can turn the challenges ahead into opportunities for our members and for the Union. Our cornerstones and guiding principles remain unchanged.

**OUR VISION** - We want to make Nationwide the best place to work for our members.

**OUR MISSION** - We want to protect and promote the interests of our members. We believe this is best achieved through a partnership-style relationship with Nationwide. We will strive to achieve a position where our members value the Union, actively participate in the Union, become Representatives and are our greatest advocates.

**OUR VALUES** – we will act with **integrity**, achieving **fairness** and treating all with **respect**.

### **OUR STRATEGIC AIMS**

- ▶ Attract, recruit, and retain members
- ▶ Be the voice of our members at all levels within Nationwide
- ▶ Deliver professional advice and representation for our members
- ▶ Negotiate and bargain to protect members' Terms & Conditions

Our core strategic objectives are deeply interconnected and will act as a shared compass to guide our everyday decision-making. Each one is equally important, and none takes precedence over the others. Together, we'll define the actions needed to achieve these goals, regularly review progress as a senior leadership team, and keep them fresh and relevant through ongoing updates and discussions with our NEC.

## 1. Attract, Recruit & Retain Members

Our membership remains the foundation of our strength and our ability to act effectively on behalf of colleagues. We are proud to be representing over 60% of the Nationwide workforce, but we must not take this for granted. Changing workplace demographics, shifting attitudes towards union membership, and ongoing workforce "right sizing" by Nationwide all present risks to our membership levels.

To counter this, we will continue to showcase the tangible value of NGSU membership - from expert representation to exclusive benefits - while expanding our reach into under-represented groups and younger demographics. Induction sessions will remain central to recruitment, and we aim to extend these Society-wide. Our Reps will be supported and trained as local advocates, and our communications strategy will be sharpened to ensure every touchpoint with members and potential members is clear, engaging and visible - including a more effective use of social media and digital tools.

### Challenges & Opportunities:

- ▶ Competition for attention from younger employees who may not see union membership as relevant
  - ▶ Workforce reductions reducing our potential membership pool
  - ▶ Opportunity to innovate in communications, events, and targeted outreach to sustain growth.
- 

## 2. Be the Voice of Our Members at All Levels within Nationwide

NGSU's influence comes from ensuring members' voices are heard where it matters - from local discussions to the most senior decision-making forums in Nationwide. We will continue to represent members' views confidently, constructively and without compromise, ensuring that the lived experiences of colleagues shape the decisions that affect them.

The integration of Virgin Money presents a unique challenge and opportunity. The presence of Unite as a recognised union for Virgin Money colleagues means we must navigate a complex industrial relations environment. Our goal will be to maintain NGSU's position as the specialist, trusted voice for Nationwide employees, while exploring how we can work constructively alongside Unite where needed.

### Challenges & Opportunities:

- ▶ Uncertainty over whether NGSU will retain sole recognition for all employees in the integrated business
- ▶ Opportunity to demonstrate our deep knowledge of Nationwide and our proven track record in influencing positive change
- ▶ Need to maintain visibility and credibility with members during organisational change.

### 3. Deliver Professional Advice & Representation for Our Members

Our members rely on NGSU for expert, confidential advice and representation when it matters most. This is one of our strongest offerings and a key reason members join and stay with us. We will continue to invest in the training and development of our Cases Officers, ensuring we have the skills and resources to meet members' needs across a wide range of employment issues.

We will also review our casework processes to ensure they are as efficient and member-friendly as possible, and we will promote our services more visibly to remind members that help is always at hand. Maintaining high-quality service while managing increasing demand will be central to our success.

#### Challenges & Opportunities:

- ▶ Rising case complexity due to changes in employment law and organisational restructuring
  - ▶ Opportunity to use data and insights from casework to identify systemic issues and influence policy
  - ▶ Need to ensure workload is manageable for staff (and where appropriate, Reps) while maintaining service standards.
- 

### 4. Negotiate & Bargain to Protect Members' Terms & Conditions

Collective bargaining remains at the heart of our work, and our objective is clear: to secure the best overall terms for the greatest number of members, recognising that negotiation inevitably involves compromise. We will continue to push for fair pay, sustainable benefits, and contractual protections that reflect the contribution our members make to Nationwide's success.

The integration of Virgin Money will bring pressure to harmonise terms and conditions, and we will work to ensure that this process protects, and where possible enhances, what our members currently enjoy. This will require careful negotiation, strategic use of data, and strong member engagement to ensure our position is informed and backed by the people we represent.

#### Challenges & Opportunities:

- ▶ Pressure to align terms across Nationwide and Virgin Money, which could lead to a "levelling down" of benefits
- ▶ Opportunity to secure positive improvements in areas such as flexibility, wellbeing, and career progression
- ▶ Need to maintain unity and support among members during periods of change.

Our job is to make sure NGSU stays strong, relevant, and ready to represent you - wherever you work, whatever your role. That means continuing to grow our membership, making sure your voice is heard at every level, delivering the expert advice and representation you rely on, and negotiating to protect and improve your terms and conditions.

This plan sets out how we will achieve that. We believe our members deserve a progressive union that can work with the employer, as we know the landscape we're operating in. I hope you'll continue to stand with us as we face the future together.