

Strategic Plan 2025

Our **Mission** is to represent and support GCU students to have the best university experience.
Our **Values**: Inclusive, Community, Student-led and Fun
Our **Vision** is that you will have an outstanding experience that will live with you forever.



| Strategic Goals | Objectives | Key Performance Indicator | National Performance Framework Outcomes | Sustainable Development Goals | Baseline 2020/21 | Year 1 2021/22 Target | Year 1 2021/22 Actual | Trend from last year | Commentary | Year 2 2022/23 Target | Year 3 2023/24 Target | Year 4 2024/25 Target | Type of Target |
|---|--|---|--|----------------------------------|------------------|-----------------------|-----------------------|----------------------|---|-----------------------|-----------------------|-----------------------|----------------|
| Creating an inclusive and sustainable Students' Association | We will 1. ensure sustainable and inclusive spaces and places. 2. ensure a diverse and inclusive community by working with the University to achieve their Equalities Outcomes Action Plan. 3. continue to ensure that we are financially sustainable in order to carry out our charitable purposes. 4. work towards environmental sustainability across all areas of our work. 5. review and develop the way we work post pandemic. | General Reserves increased by £25k | Economy Fair Work & Business | SDG 8 | £70k | £75k | £88.9k | ⬆️ | The target was to add £5k to the General Reserves. £18,743 was added to General Reserves. Base Budget has planned deficit for 2022/23 and highly unlikely any funds will be added to General Reserves during 2022/23. | £81k | £88k | £95k | Achievable |
| | | Maintain Green Impact accreditation | Communities Environment | SDGs 11, 12, 13 | Achieved | Achieved | Achieved | = | Excellent was maintained in the Green Impact Students' Unions (GISU). This is the highest score within the accreditation. | Achieved | Achieved | Achieved | Achievable |
| | | The Students' Association is welcoming and inclusive [ASQ] | Communities Education | SDG 10 | n/a | 70%+ | 86% | ⬆️ | New KPI. Score was 16% above KPI target. | 70%+ | 75%+ | 80%+ | Stretch |
| | | The Students' Association offers a range of relevant opportunities, events, activities and services [ASQ] | Communities Culture Education | SDGs 3, 4, 8, 10, 11, 12, 13, 16 | n/a | 70%+ | 81% | ⬆️ | New KPI. Score was 11% above KPI target. | 70%+ | 75%+ | 80%+ | Stretch |
| | | Numbers involved in Volunteering and Student Groups | Communities Culture Education | SDGs 4, 5, 8, 10, 11, 12, 13, 16 | 3002 | 4000 | 4244 | ⬆️ | The target was exceeded by 244 memberships. | 4500 | 5000 | 5500 | Achievable |
| | | The Students' Association contributes positively to my experience at University [ASQ] | Communities Education International | SDG 4 | 81% | 83% | 74% | ⬆️ | The overall score was 74%, 9% below target. There was limited on campus learning and teaching during 2021/22 due to transition from COVID pandemic, resulting in a lower footfall on campus. There was a drop in NSS Q26 (representing academic interests) at GCU and across the sector, suggesting students did not feel represented during Coronavirus pandemic or was not communicated sufficiently. | 83% | 84% | 85% | Stretch |
| which supports physical health, mental health and wellbeing | We will 1. support and develop physical health, mental health and wellbeing activities that lead to healthier and more resilient members and employees. 2. provide a confidential and independent support service for students through our Advice Centre on academic and non-academic issues. | Wellbeing Section score within Staff Survey [Biannual] | Fair Work & Business Health | SDG 3 | [76%] | 78% | 83% | ⬆️ | The score was 5% above KPI target. Employee Wellbeing Strategy & Plan is being developed to maintain high score. | - | 80% | - | Achievable |
| | | Know that the Students' Association operates an Advice Centre which I could turn to if I needed help and advice [ASQ] | Education Health | SDGs 3, 4 | 71% | 74% | 82% | ⬆️ | This score was 8% above KPI target. Increased communications and support for mitigating circumstances (COVID and mental health) and disciplinaries was likely reason. | 76% | 78% | 80% | Stretch |
| | | The Students' Association has a range of activities that promote physical health, mental health and wellbeing [ASQ] | Education Health | SDG 3 | n/a | 70%+ | 82% | ⬆️ | New KPI. Score was 12% above target. The Advice Centre ran Mind Your Mate (Suicide Prevention) and Emotional Resilience (externally funded through National Lottery), wellbeing events and other workshops and support Feel Fab Feb. The Activities Manager organised a Mental Health in Sport workshop. This is in addition to normal work of supporting students through the Advice Centre and in their physical health through Sports Clubs. | 70%+ | 75%+ | 80%+ | Stretch |
| by developing leaders and volunteers to bring positive change in our communities | We will 1. develop students and our Full Time Officers as leaders in order to drive positive change through social innovation within our communities. 2. improve students' employability by providing opportunities to lead sports clubs, societies, groups and develop students as volunteers. 3. work with the University on the delivery of the Sustainable Development Goals (SDGs) Framework and the Community and Public Engagement Action Plan. | % of volunteers trained | Communities Education | SDGs 4, 8 | 26% | 60% | 45% | ⬆️ | The % of volunteers trained was 20% behind target. 31% of Society Committee Members were trained and 39% of Sports Committee Members were trained during 2021/22. This will be connected to the limited on campus learning and teaching during 2021/22 due to transition from COVID pandemic and the lower footfall on campus. | 65% | 70% | 75% | Stretch |
| | | I would wholeheartedly recommend this organisation as a good place to volunteer [Biannual] | Communities | SDGs 4, 8 | 94% | - | - | - | - | 90%+ | - | 90%+ | Achievable |
| | | % completing Student Leaders Programme | Economy Education Fair Work & Business | SDGs 4, 8 | 31% | 30% | 26% | ⬆️ | There were 401 students registered onto the Student Leaders Programme with 103 completing. The Student Leaders Programme was refreshed during 2021/22 and relaunched. The Student Leaders Programme was run entirely online during 2020/21 and 2021/22. It is planned to return to on campus workshops during 2022/23, whilst retaining the ability to complete the programme online. Increased promotion is required, although there is now a number of competing leadership programmes on campus. | 40% | 45% | 50% | Stretch |

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| whilst ensuring the student voice is at the heart of decision making. | We will 1. continue to work with the University on the Student Partnership Agreement to ensure excellence in the student experience. 2. collaborate with academic reps, student reps and other stakeholders to ensure high quality learning and teaching. 3. continue to develop our knowledge on the specific needs of our students, in particular postgraduate and apprenticeship students. 4. ensure the student voice is strong within governance, democracy and representation to make a positive impact on the lives of our members. | The Students' Association represents me [ASQ] | Education Human Rights | SDGs 4, 16 | 80% | 75%+ | 69% | 📈 | This was 5% below target. There was a drop in NSS Q26 (representing academic interests) at GCU and across the sector, suggesting from members that representing students during pandemic was not effective enough or communicated sufficiently. | 75%+ | 75%+ | 75%+ | Stretch |
| | | I feel my university experience is better because we have Full Time Officers [ASQ] | Education Human Rights | SDGs 4, 16 | 61% | 65%+ | 59% | 📈 | This was 6% below target. There was a drop in NSS Q26 (representing academic interests) at GCU and across the sector, suggesting from students that representation during Coronavirus pandemic was not effective enough or communicated sufficiently. The Full Time Officer Engagement Plan on campus was limited due to Coronavirus restrictions on campus. | 65%+ | 70%+ | 70%+ | Stretch |
| | | I feel my course is better because we have Class Reps [ASQ] | Education Human Rights | SDGs 4, 16 | 71% | 65%+ | 62% | 📈 | This was 3% below target. There is potential that students did not feel effectively represented by Class Reps during the Coronavirus pandemic or did have the learning and teaching that they expected. | 65%+ | 70%+ | 70%+ | Stretch |
| | | Election Turnout | Education Human Rights | SDGs 4, 16 | 11.8% | 15% | 10% | 📉 | 1,924 students voted in the Full Time Officer Elections 2022. There were 20,048 registered students during 2021/22 (Source: HESA). There was limited on campus learning and teaching during 2021/22 due to transition from COVID pandemic that would have had an impact for candidates and the turnout. | 18% | 21% | 24% | Stretch |
| | | % of academic reps and student reps trained | Education Human Rights | SDGs 4, 16 | 80% | 70% | 77% | 📈 | 80.65% of Class Reps were trained during 2021/22 (460 registered and 371 trained). 100% of the Department, PGT and PGR Reps were trained (29 out of the 32 were recruited) during 2021/22. 38% of Student Voice members were trained. | 74% | 77% | 80% | Achievable |

| | | | | | Baseline 2020/21 | Year 1 2021/22 Target | Year 1 2021/22 Actual | Trend from last year | Commentary | Year 2 2022/23 Target | Year 3 2023/24 Target | Year 4 2024/25 Target | |
|--|---|---|--|--|------------------|-----------------------|-----------------------|----------------------|---|-----------------------|-----------------------|-----------------------|------------|
| Strategic Enabler: Communications and Impact | We will 1. Increase engagement with and investment in the Students' Association. 2. Ensure our website and digital communications are accessible to all. 3. Streamline content creation processes to reduce the strain on capacity. | I know about what the Students' Association is doing [ASQ] | | | 76% | 74% | 74% | 📈 | Commentary is outlined with our Communications Strategy: Year 1 Report 2021/22. | 75% | 75%+ | 75%+ | Achievable |
| | | Total Social Media Engagement – Facebook (Glasgow and London), Twitter, Instagram (Glasgow and London), TikTok and LinkedIn | | | 50,977 | 50,000 | 30,062 | 📈 | | 30,000 | 35,000 | 38,000 | Stretch |
| | | Total Social Media Direct Messages | | | 6,769 | 7,500 | 4,778 | 📈 | | 5,500 | 6,300 | 7,000 | Stretch |
| | | All Student Email open rate | | | 22% | 23% | 23% | 📈 | | 24% | 25% | 25% | Achievable |
| | | Website Page Views | | | 675,888 | 800,000 | 1,074,541 | 📈 | | 900,000 | 1,000,000 | 1,100,000 | Achievable |

ASQ = Annual Survey Question

| Matrix of RAG Application | | |
|--------------------------------------|-----|---|
| Achievable Target | RAG | Stretch Target |
| At or on-track to achieve Target | 🟢 | At or on-track to achieve 90% of Target |
| On-track to be within 10% of Target | 🟡 | On-track to be within 25% of Target |
| Expected to be 10% outwith of Target | 🔴 | Expected to be 25% outwith of Target |