

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	Year 2 2022/23 Target	Year 2 2022/23 Actual	Year 3 2023/24 Target	Year 3 2023/24 Actual	Year 4 2024/25 Target	Year 4 2024/25 Actual	Trend from last year	Commentary	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 to be increased by £25k	Economy Fair Work & Business	SDG 8	£70,247	£75k	£88,990	£81k	£97,067	£88k	£102,894	£95k	£121,781	⬆️	During 2024/25 £18,888 was added to General Reserves, leaving General Reserves at 31st July 2025 at £121,781. The Year 4 Target has already been met in 2022/23. Over the strategic plan £51,534 was added to General Reserves.	Achievable	
		Maintain Green Impact accreditation	Communities Environment	SDGs 11, 12, 13	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	⬆️	Very Good was achieved in the Green Impact Students' Unions accreditation. The KPI was achieved.	Achievable
		The Students' Association is welcoming and inclusive [ASQ]	Communities Education International	SDG 10	n/a	70%+	86%	70%+	84%	75%+	84%	80%+	84%	84%	=	A positive score of 84% was achieved, that is higher than KPI target and the same as the last two years. The KPI was achieved. After a 2% drop in Year 1, this score has remained consistent over the strategic plan.	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%	70%+	80%	75%+	79%	80%+	80%	80%	⬆️	A positive score of 80% was achieved, meeting the KPI and 1% higher than 2023/24. The KPI was achieved. This score has remained consistent over the strategic plan.	Stretch
		Numbers involved in Volunteering and Student Groups	Communities Culture Education Environment	SDGs 4, 5, 8, 10, 11, 12, 13, 16	3,002	4,000	4,244	4,500	4,468	5,000	4,638	5,500	4,871	4,871	⬆️	The number of memberships was 4,871, an increase of 233 from 2023/24 but unfortunately the KPI target was not met. Over the strategic plan there has been an increase of 1,869 memberships. [The number for 2024/25 was restated to include Student Buddies on the London Campus.]	Achievable
		The Students' Association contributes positively to my experience at University [ASQ]	Communities Education International	SDG 4	81%	83%	74%	83%	75%	84%	77%	85%	77%	77%	=	The score was 77%, the same as 2023/24. This was 7% below KPI target. There was an overall increase of 3% in the score over the strategic plan. We received a 98% satisfaction score from international students studying at GCU in the International Student Barometer (ISB). Our ISB score is 3% higher than the Global average	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%	-	-	80%	76%	-	-	-	The Staff Survey is a biennial survey and was not conducted in 2024/25.	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%	76%	78%	78%	76%	80%	79%	79%	⬆️	This score was 1% below KPI target but an increase of 3% on 2023/24. The Advice Centre during 2024/25 have been focusing its communications on its independence from the University and therefore its impartial advice and support.	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%	70%+	77%	75%+	78%	80%+	80%	80%	⬆️	A positive score of 80%, with the KPI being achieved.	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%	65%	57%	70%	60%	75%	67%	⬆️	67% of volunteers were training and was 0.5% off the KPI being met. This was an increase of 7% on 2023/24. Over the strategic plan this is an increase of 41% more volunteers being trained.	Stretch	
		I would wholeheartedly recommend this organisation as a good place to volunteer [Biannual]	Communities	SDGs 4, 8	94%	-	-	90%+	95%	-	-	90%+	94%	94%	⬆️	A total of 94% agreed, exceeding our KPI target. This score has remained consistent over the strategic plan.	Achievable
		% completing Student Leaders Programme	Economy Education Fair Work & Business	SDGs 4, 8	31%	30%	26%	40%	32%	45%	28%	50%	25%	25%	⬆️	There was a total of 502 students enrolled onto the Student Leaders Programme (2023/24, 622; 2022/23, 379; 2021/22, 401; 2020/21, 318). A total of 26% of students enrolled onto the Student Leaders Programme completed the core asynchronous leadership module, there was 21 synchronous workshops with a total attendance of 61 students. In total 186 students have completed the asynchronous workshops. Overall a total of 123 students have completed the Student Leaders Programme (2023/24, 176; 2022/23, 122; 2021/22, 103; 2020/21, 82). This is a completion rate of 25%. Whilst the KPI has not been met, mainly due to the very high enrolment numbers and lower completion numbers, there has still been a growth in the numbers completing by 41 students over the strategic plan.	Stretch
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%	75%+	69%	75%+	67%	75%+	67%	=	This was 8% below KPI target and the same as 2023/24 and was 0.5% off the KPI being met The Students' Association National Student Survey (NSS) Q25 (representing academic interests) was 75%, 2% higher than 2024 and 3% higher than the Scottish average.	Stretch	
		I feel my university experience is better because we have Full Time Officers [ASQ]	Education Human Rights	SDGs 4, 16	61%	65%+	59%	65%+	54%	70%+	60%	70%+	62%	62%	⬆️	This was 8% below KPI target but an increase of 2% on 2023/24. This was 1% the KPI being achieved. The free ARC Gym Membership was the biggest campaign run in 2024/25.	Stretch
		I feel my course is better because we have Class Reps [ASQ]	Education Human Rights	SDGs 4, 16	71%	65%+	62%	65%+	59%	70%+	60%	70%+	54%	54%	⬆️	This was 16% below KPI target but a drop of 6% on 2023/24. The KPI was not met. There is a year on year deterioration in the score within this area. We continue to work with Department of Academic Development and Student Learning on developing support materials for Programme Leaders on supporting Class Reps.	Stretch
		Election Turnout	Education Human Rights	SDGs 4, 16	11.8%	15%	10%	18%	18%	21%	22%	24%	23%	23%	⬆️	The turnout in the Full Time Officer Elections was 4,967 (2024: 4,815; 2023: 3,779; 2022: 1,924; 2021: 2,246). This is the highest turnout under this Full Time Officer Model. Based on the anticipated headcount of 21,965 students, the turnout was 23%, an increase of 1% on 2023/24. The KPI was met. Over the strategic plan there has been an increase in 2,721 students voting in the election.	Stretch
		% of academic reps and student reps trained	Education Human Rights	SDGs 4, 16	80%	70%	77%	74%	79%	77%	83%	80%	72%	72%	⬆️	72% of academic and student reps were trained, 8% down from KPI target. There is a drop of 11% from 2023/24. The Academic Rep Co-ordinator resigned in January 2025 and not filled until the academic year 2025/26. This has had a significant impact on achieving this KPI. Prior to 2024/25 there has been a growth of 3% trained.	Achievable

				Baseline 2020/21	Year 1 2021/22 Target	Year 1 2021/22 Actual	Year 2 2022/23 Target	Year 2 2022/23 Actual	Year 3 2023/24 Target	Year 3 2023/24 Actual	Year 4 2024/25 Target		Trend from last year	Commentary	
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%	75%	70%	75%+	67%	75%+	66%	⬇️	This was 9% below KPI and 1% lower than 2023/24. There is a downward trend in this KPI score that needs addressed through a revised Communications Strategy. The KPI target has not been met.	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	31,798	35,000	27,290	38,000	20,074	⬇️	The KPI target for social media engagement was not met and there has been a continued decline in performance. We collaborate on many joint campaigns with GCU Student Life which is not recorded through our Sprout Social software. We are also sceptical that engagement with stories are not being recorded through the Sprout Social software.	Stretch
		Total Social Media Direct Messages		6,769	7,500	4,778	5,500	3,164	6,300	2,588	7,000	1,947	⬇️	The total received social media messages was 1,947. The KPI target has not been met.	Stretch
		All Student Email open rate		22%	23%	23%	24%	26%	25%	27%	25%	29%	⬆️	The average email open rate was 29.22%, above KPI target and an improved performance from 2023/24. We identified a discrepancy with the open rate data for a few sent emails, that we have excluded from the average calculation. The email open rate has increased by 7% over the strategic plan.	Achievable
		Website Page Views		675,888	800,000	1,074,541	900,000	1,017,696	1,000,000	-	1,100,000	-	⬇️	On 1st July 2023 Google changed from Universal Analytics (UA) to Google Analytics 4 (GA4). GA4 measures web data differently from UA and cannot be used to compare against previous years. Using GA4 for 2024/25, website views were 514,187 (2023/24: 532,864) a drop of 18,677 views from 2023/24 and homepage views were 85,404 (2023/24: 96,528) a drop of 11,124 views.	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