


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	Trend from last year	Commentary	Year 4 2024/25 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	↻	During 2023/24 £5,826 was added to General Reserves, leaving General Reserves at 31st July 2024 at £102,894. The Year 4 Target has already been met.	£95k
		Maintain Green Impact accreditation	Communities Environment	SDGs 11, 12, 13	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	=	Excellent was maintained in the Green Impact Students' Unions (GISU). This is the highest score within the accreditation.	Achieved
		The Students' Association is welcoming and inclusive [ASQ]	Communities Education	SDG 10	n/a	70%+	86%	70%+	84%	75%+	84%	=	A positive score of 84% that is higher than KPI target and the same as 2022/23.	80%+
		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%	↻	A positive score of 79% that is higher than KPI target, although a drop of 1% on 2022/23. Introduction of Winter Warmer and Student Pantry (including Student Microwaves and Hot Water Boiler) during 2023/24. There was an investment in seating, power sockets and drink price review in Re:Union Bar.	80%+
		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	4,561	↻	The number of memberships was 4,561. This was 439 from reaching KPI target. There was an increase of 93 memberships from 2022/23. The focus during 2024/25 will be on society memberships, network memberships and involvement in Radio Caley and The EDIT.	5,500
		The Students' Association contributes positively to my experience at University [ASQ]	Communities Education International	SDG 4	81%	83%	74%	83%	75%	84%	77%	↻	The score was 77%, 7% below KPI target but an improvement of 2% on 2022/23. We received a 96% satisfaction score from international students studying at GCU in the International Student Barometer (ISB). Our score is 2% higher than the Scottish average and 1% higher than the UK average.	85%
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 score was 76%, 4% below KPI target. High workload is the key theme established through the Staff Survey 2024.	-
		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%	↻	This score was 2% below KPI target and a drop of 2% on 2022/23. The Advice Centre information has been updated in Student Handbook 2024. Plans are in place to refresh the physical signage and social media campaign for the Advice Centre.	80%
		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%	↻	A positive score of 78% that is higher than KPI target and 1% higher than 2023/24. In addition to normal activities, external funding allowed the Give it a Go Programme to be run during 2023/24. Give it a Go Programme externally funded during 2023/24.	80%+
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%	↻	The % of volunteers trained was 10% lower than target but a 3% improvement on 2022/23. 70% of Society Committee Members were trained, 33% of Sports Committee Members were trained, 100% of Radio Caley Committee were trained, 100% of The EDIT Committee were trained and 100% of Nightline Volunteers were trained during 2023/24.	75%
		I would wholeheartedly recommend this organisation as a good place to volunteer [Biannual]	Communities	SDGs 4, 8	94%	-	-	90%+	95%	-	-	-	-	90%+
		% completing Student Leaders Programme	Economy Education Fair Work & Business	SDGs 4, 8	31%	30%	26%	40%	32%	45%	28%	↻	There were 622 students enrolled (2023: 379; 2022: 401) onto the Student Leaders Programme with 176 completing (2023: 122; 2022: 103) during 2023/24. There has been significant progress with the number of students enrolled and with the numbers completing the programme. The significant increase in enrolled students had resulted in a lower % completion rate. The Students' Association worked with the Social Enterprise Academy to develop further asynchronous workshops on Connecting with Empathy and Strategic Thinking.	50%
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	The Students' Association represents me [ASQ]	Education Human Rights	SDGs 4, 16	80%	75%+	69%	75%+	69%	75%+	67%	↻	This was 8% below KPI target and 2% lower than 2022/23. The Students' Association National Student Survey (NSS) Q25 (representing academic interests) was 70% and was 3% higher than the Scottish average and the same as the UK average.	75%+
		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%	↻	This was 10% below KPI target but an increase of 6% on 2022/23. Communications during 2024/25 will highlight the Full Time Officers Team and Individual Objectives and the outcomes of their work.	70%+
		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%	↻	This was 10% below KPI target but an increase of 1% on 2022/23. We continue to work with Department of Academic Development and Student Learning on developing support materials for Programme Leaders on supporting Class Reps.	70%+
		Election Turnout	Education Human Rights	SDGs 4, 16	11.8%	15%	10%	18%	18%	21%	22%	↻	The turnout in the Full Time Officer Elections was 4,815 (2023: 3,779; 2022: 1,924; 2021: 2,246; 2020: 3,714; 2019: 3,521). This is the highest turnout under this Full Time Officer Model. Based on the headcount of 21,843 students, the turnout was 22%. The KPI target was exceeded. The Balanced Representation Action Plan continues to be implemented.	24%

	<p>postgraduate and apprenticeship students.</p> <p>4. ensure the student voice is strong within governance, democracy and representation to make a positive impact on the lives of our members.</p>	% of academic reps and student reps trained	Education Human Rights	SDGs 4, 16	80%	70%	77%	74%	79%	77%	83%		<p>The % of academic and student reps trained was 6% higher than KPI target and a 4% improvement on 2022/23. 87% of Class Reps were trained during 2023/24 (499 registered and 434 trained). 97% of the Department, PGT and PGR Reps were trained during 2023/24. 39% of Student Voice members were trained and 100% of Representation Network Officers were trained.</p>	80%
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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%	⬇️	This was 8% below KPI and a drop of 3% from 2022/23. Communications Plan and Key Messages established for 2024/25. Website homepage improvements for events and Instagram widget, better use of push notifications on GCU App, use of WhatsApp and SUB TV adverts during 2024/25.	75%+
		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	⬇️	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 Sprout Social. The focus on 2024/25 is on Instagram and LinkedIn.	38,000
		Total Social Media Direct Messages			6,769	7,500	4,778	5,500	3,164	6,300	2,588	⬇️	The total received social media messages was 2,588. This has been a continued decrease in the messages received through Facebook Messenger. WhatsApp has now been added as a platform for students to communicate with the Students' Association for 2024/25, however it is unclear how this can be measured. The KPI target has not been met.	7,000
		All Student Email open rate			22%	23%	23%	24%	26%	25%	27%	⬆️	The average email open rate was 27.27%, above KPI target and an improved performance from 2022/23. We identified a discrepancy with the open rate data for a few sent emails, that we have excluded from the average calculation. This issue was resolved with OneVoice, our website provider.	25%
		Website Page Views			675,888	800,000	1,074,541	900,000	1,017,696	1,000,000	-	⬇️	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. The page views reported in GA4 was 532,864 (2022/23: 577,350) and the event count was 1,484,169 (2022/23: 1,563,377). When using GA4 the number of page views and the event count was down from 2022/23. The bounce rate (% of visitors who navigate away from our website after viewing only one page) was high at 41.72% (2022/23: 40.81%). There was a problem during 2022/23 with the same events showing all year. This problem was fixed in Summer 2024. In addition we added an Instagram widget in Summer 2024 to our homepage. The focus for 2024/25 is on keeping homepage refreshed.	1,100,000

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