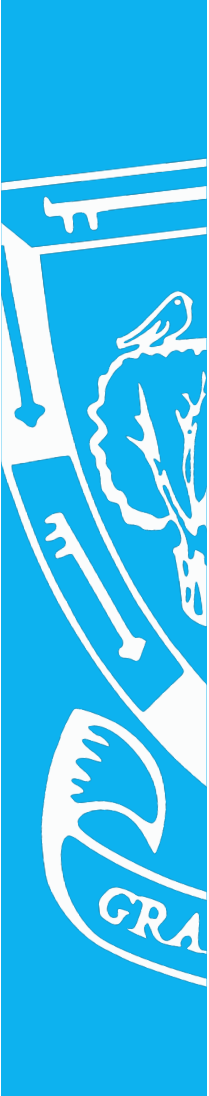




# Glasgow University Union

Strategic Plan 2024-2027



# Principal's Foreword



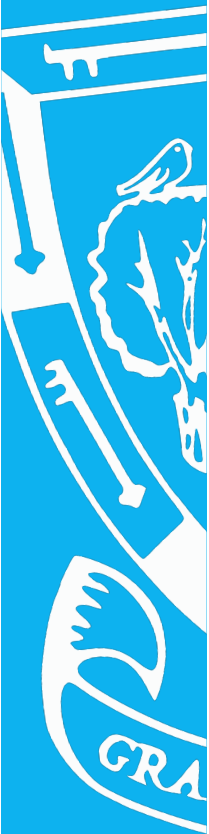
Anton Muscatelli

As one of the oldest student unions in the UK, the GUU has played an integral role in shaping the story of the University of Glasgow for almost 140 years. To this day, the Union continues to exist as a thriving hub of student activity, providing a physical space and community for students to hone their skills and make long-lasting friendships.

The University will celebrate its 575th birthday in 2026 and in doing so, we want to reflect on the achievements of our institution throughout the centuries. Equally, we see this as an opportunity to improve and to explore the greater responsibility we have as a civic University which exists for our own community of students and staff, as well as the city of Glasgow and beyond. The GUU will have a key role to play in shaping student experience in the years ahead and by informing the University of what more needs to be done to ensure our institution continues to deliver a world-class and inclusive learning and social experience for every one of our students.

In my years as Principal, I have been inspired by the creative ways our students have made a contribution to our community. From encouraging action to address climate change, to forging new partnerships with community groups and charities. It is our students that enrich our campuses and who bring our history and buildings to life. We are proud of the impact our students make and I am pleased to support the aims of the GUU's Strategic Plan 2023-2026 as it seeks to increase opportunities for our students to get involved in events, expand and enhance the variety of services offered to students and to invest in the digitisation of key Union services.

I sincerely look forward to seeing how the GUU evolves in these coming years and I wish Union staff and members well as they undertake this programme of activity.



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# President's Intro



Lina Leonhard

President 2023-2024

Throughout its history, the GUU has shown itself to be a reflection of the student body, constantly changing and evolving to fit the needs of the students who pass through it. For the last four years, there has been a consistent effort from several Boards of Management and Staff to further the development of the Union and continue to offer a student experience unlike any other in the UK.

Dozens of committee members have worked tirelessly to develop the Debates, Games, Libraries, Entertainments, and new Communications committees and push for excellence in the form of events, publications, tournaments, acts, and social media. An ever-changing spectrum of student clubs and societies have used the building in more ways than we can count. For the non-student population, our events department has continued to grow to offer a world-class experience for weddings, conferences, birthdays, and more.

It is vital for the health of the Union that we continue to push ourselves and strive for a level of consistency despite a constantly changing student landscape. In this regard, the Board of Management as trustees of a charity and business has a responsibility to produce regular strategic plans to outline the medium and long-term aims of the GUU.

With input from current and past board members, alumni, and staff we have put together a plan to see the Union through the next three years. This plan shows a desire for the GUU to continue to meaningfully engage with its members, the general student population, and staff. We hope to maintain sustainable financial practices and maintain our place as a fixture of the University of Glasgow student experience.

# Governance

The Union is governed by its Board of Management, a body of twenty-seven Union members of whom eighteen are current students of the University. Annual elections are held in March and by-elections are held as needed.

Any member of the Union may stand for election to the Board, and any part- or full-time student of the University may apply for membership of the Union. Newly elected Board members are provided with appropriate information and training to enable them to carry out their duties effectively and contribute positively to the running of the Union.

To aid continuity and provide stability, Vice Presidents, the Honorary Treasurer, Former Student Members, and Present Student Members serve for two years, with the terms staggered so that not all the seats are up for election in a given year. The Vice Presidents, Honorary Treasurer, and Former Student Members make up the Non-Student Board. They ensure that the student Board members have ready access to advice from those who have sufficient cumulative knowledge of the Union's operations, as well as some experience of best practice in business.

A General Manager is appointed by the Board and is responsible for the day-to-day management of the Union's commercial operations and administrative support functions such as Human Resources, Finance and Marketing. The Board of Management meets monthly with the General Manager in attendance. Along with the General Manager, the Board also approves the appointment of various core staff positions to take charge of various operations. This contains the Bars Manager, Head Chef and Events Manager.



# Governance

A number of standing committees of the Board of Management exist to enable more focused discussion and facilitate decision-making in specific areas. Minutes of all meetings of the Board and its committees are displayed prominently in the Union building and are available to key stakeholders.

In recent years the Board has set up ad-hoc committees to deal with issues requiring specialist knowledge. One such example was a committee to review the Constitution of the Union to update it as required in light of changes to legislation and other events since its last amendment. This drew on the input of a selection of Board members as well as the advice of solicitors where this was required in relation, for example, to licensing law. This approach has also been used to review and/or develop policies in the areas of equal opportunities and diversity, and complaints handling. Currently, an ad-hoc committee is planning the 2024 European Universities Debating Championship.

At the 2022 Annual General Meeting, our members passed a constitutional amendment which added a new position to the Board. This new position was the Convener of Communications. The functions of this role include promoting union events through all available means, maintaining the Union's various social media channels, regularly reviewing social media engagement to ensure that the union is up to date with current trends and practices, exploring opportunities for the use of new and emergent technology related to all aspects of publicity and marketing, designing posters and fliers for physical and digital marketing and liaising with other conveners to ensure all event promotion is tied in with a wider messaging calendar.

The monthly meetings of the Board, along with the committee meetings detailed above, deliver a high degree of control over the Union's commercial and non-profit operations. Monthly management information provided to the Board and Finance Committee is produced by a Management Accountant and the Honorary Treasurer, both of whom have extensive knowledge of the Union's operations. The quality of this information supports the Board's decision-making processes and, in turn, the Union's financial performance; this has allowed the Union to remain first and foremost a student-run, student-centred entity at the heart of campus life.

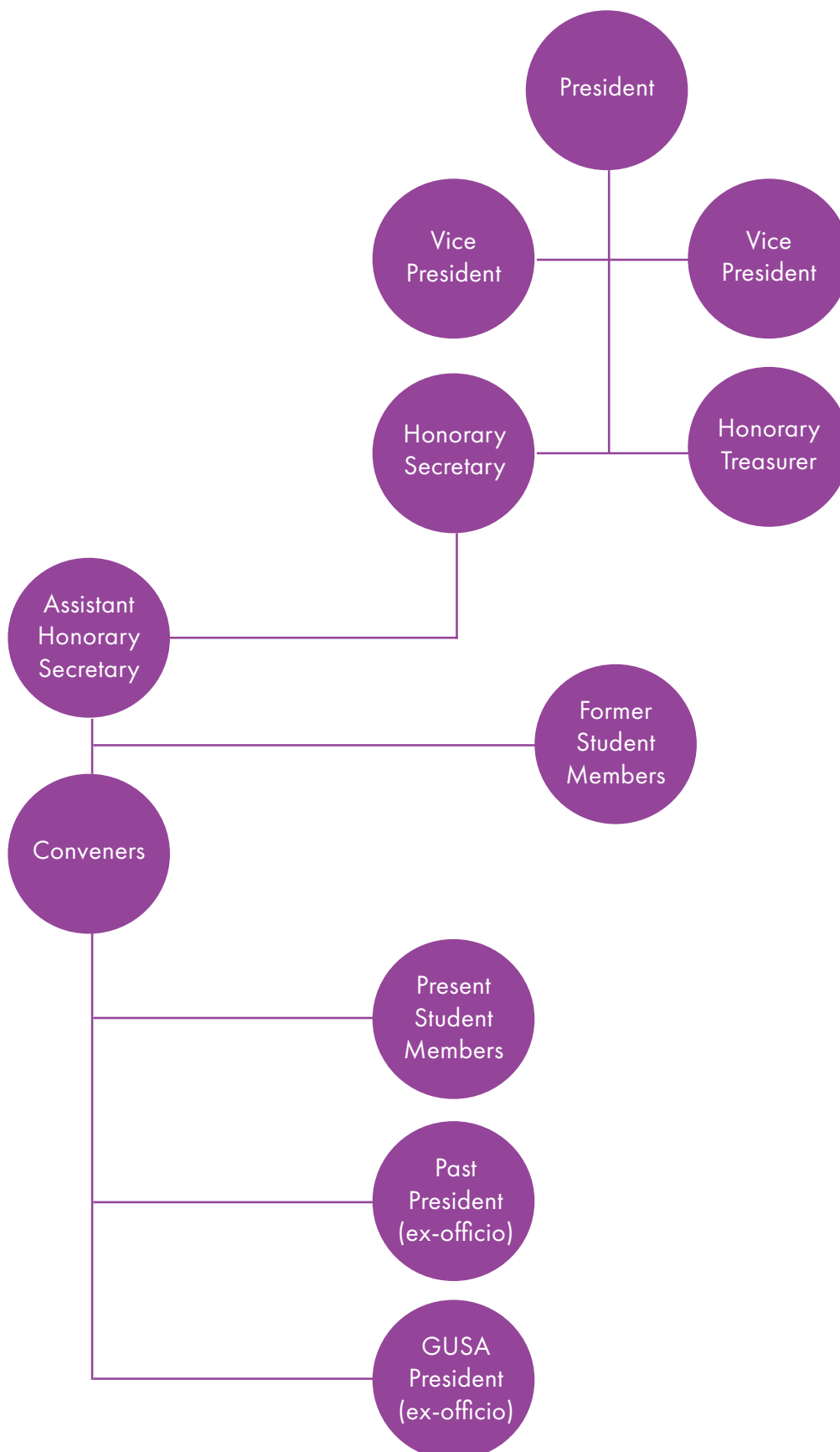




# Management

Committee	Membership	Function
Finance	Trustees, Conveners, Former Student Members, General Manager	Monthly, detailed review of management information; considers proposals for significant expenditure items; makes recommendations to Board on key financial decisions.
House	Executive, Conveners, Present Student Members, General Manager	Twice-weekly consideration of operational issues; helps to ensure integrated approach between Board and staff to the running of the Union.
Debates	Convener of Debates, Union members as approved by the Board.	As required, including approval of debating club lines and parliamentary debate motions; appointment of clerks for parliamentary debates; arrangement of weekly speaker training and other, ad-hoc Union debates events; selection of teams for participation in inter-varsity, European and world debating competitions.
Games	Convener of Games, Union members as approved by the Board.	As required, including devising and arranging hosting/prizes for Union events falling under the Convener of Games' remit (e.g. weekly quizzes, snooker/pool competitions).
Libraries	Convener of Libraries, Union members as approved by the Board.	As required, including agreeing and producing/inviting content for the Union's regular magazine, the G-You; producing and managing distribution of PR materials for all vUnion events; maintaining collections and past papers in the Union libraries; supervising PR teams.
Entertainments	Convener of Entertainments, Union members as approved by the Board.	As required, including planning entertainment acts for major Union events such as Freshers' Week and Daft Friday; arranging running of regular events falling under the Convener of Entertainments' remit (e.g. Open Mic, comedy nights, club nights).
Communications	Convener of Communications, Union members as approved by the Board.	As required including promoting union events through all available means; maintaining the unions various social media channels and using them to engage with the membership and general public; regularly reviewing social media engagement to ensure that the union is up to date with current trends and practices; liaising with other convenors to ensure all event promotion is tied in with a wider messaging calendar.

# Management



# Review of 2019-2023

Between 2020-2022, the GUU faced one of the most severe crises in its over 130-year history. The COVID-19 pandemic forced the Union to shut its doors to thousands of students for an unprecedented duration, marking the longest closure in its history. The ensuing period witnessed devastating impacts rippling across the entertainment industry. Alcohol premises were forced to cease their operations during lockdown, but many were not able to reopen as restrictions eased. Even after opening, due to the cost-of-living crisis and other economic factors, many pubs struggled to afford their cumulative costs and overheads with reduced foot traffic.

Nevertheless, the GUU persevered through these seemingly insurmountable challenges. The Union could not have survived without the unwavering dedication of our core staff, the steadfast support of our Alumni and the University, and the commitment of several Boards of Management.

As the GUU doors opened once again, first briefly in 2020 and then permanently in 2021, there were obstacles from the outset. The Board and staff had to relearn how to operate within this new and ever-changing environment. However, the Union successfully navigated these challenges and the path of development set in the 2019-2022 strategic plan was pushed forward.

Throughout the pandemic recovery, the Union has seen many key developments in several different sectors. Among these, the most notable change was likely recognised by our members in the past year. At the 2022 Annual General Meeting, a proposal was passed to introduce a new position onto the Board of Management - the Convener of Communications. This role was specifically tailored to focus on enhancing the GUU's PR and marketing strategies. With the prevailing dominance of social media platforms such as Instagram and TikTok as a source of information for our members, this new convener role is able to capitalise on this. Since then, the Board of Management has been better able to reach out to a wide variety of members and actively inform them of the Union's services.

Moreover, the Union has expanded the variety and diversity of events and functions held. Existing events such as Bob Ross & Booze and Open Mic have experienced heightened popularity. We've also seen new events added to our roster, such as the Mermaids Charity Mixers in 2021 and 2022, Lunar New Year and Afrobeats Hive. Combined with the increased number of clubs and societies hosting events within our premises, the GUU continued to serve as a vibrant hub for student activities on campus.

In addition to offering a wider variety of functions and events, we have also been able to offer more developmental opportunities than ever before to our members. Notably in 2019, our Libraries Committee assumed the responsibility of running the Groundings

# Review of 2019-2023

Academic Journal, an undergraduate peer-reviewed journal in the arts, humanities and social sciences. We are proud to host this opportunity, particularly as this is one of very few of its kind in the entire UK. Additionally, our Libraries Committee has launched Fleet, a journal of similar format showcasing creative arts contributions.

Our GUU Debates team has also continued to show its success. Our teams have been the champions of the Scottish Mace four years in a row and consistently place high in international competitions such as Euros and Worlds.

Beyond our competition performance, the GUU secured a landmark opportunity in the summer of 2022, by winning a bid to host the European University Debating Championship (EUDC) in 2024. This was achieved with the support of the University and the FOGUU alumni network. Hosting EUDC will be a monumental milestone for the GUU marking the first international debating competition held in Scotland since 2001. There will be plenty of opportunities for our members to get involved.

Our commitment to student welfare extends beyond events to include rigorous safety measures. As well as our amended constitution in 2022, we have also reviewed and updated all policies relating to complaints, diversity, bullying and harassment. We have also done an extensive review of our CCTV coverage in the building and, with the help of FOGUU, expanded it to eliminate almost all blind spots.

Furthermore, the University commissioned an independent review into the campus response to Gender Based Violence (GBV) in 2022, led by Morag Ross KC (hereafter referred to as the "Ross Report"). Drawing from both the report's findings and our consultations with Morag Ross, we have already implemented core changes in our policies. Notably, we have amended our Discipline Memorandum; making it more robust to handle a variety of situations, and simplifying the process to make it more accessible to our members. And, as will be detailed later in this document, we have outlined a plan for how better to improve upon the recommendations outlined in the report.



# Strategic Plan 2019-2023

As outlined in the review of 2019-2022, the Union succeeded in persevering through the uncertain economic climate of the past few years. Regardless of these hardships, the Union still continued to grow in several key sectors. The Strategic Plan of 2019-2022 guided the Union through these difficult times, while also providing a framework for the improvement of Union operations and services. The following section provides a review of the aims in the previous plan.

## Student Experience

## Operational Excellence

## Effective Communication



# Strategic Plan 2019-2023

**Aim 1: “To ensure the safety and well-being of all students who come to the Union”**

## Successfully Achieved

The GUU has built a robust strategy for handling a variety of incidents within the building. Every day of the academic year, we have our duty board who are available to assist our members in various situations. To further improve our ability to ensure the safety of our members, we completed a review of our training procedures. We now work with Glasgow & Clyde Rape Crisis, and Glasgow Women’s Aid to make sure that our staff, volunteers and board members are best equipped to support our members. We also completed an extensive review of the CCTV coverage in the Building and added an additional 24 cameras to provide coverage of former blind spots. We have also worked closely with the other student bodies to reinforce the cross-campus approach to student safety and wellbeing. By fostering strong partnerships and promoting collective responsibility, we aim to create a safer and more supportive environment for all students on campus.

## Working Towards

While significant progress has been made in this regard, the Union remains committed to continually enhancing the quality of our support and services for our students. Moving forward, the Union will continue to implement the changes recommended in the Ross Report. This will further be addressed in this plan under Aim 1.

**Aim 2: “We will provide events for our members that are entertaining and engaging, fostering the personal and academic growth”**

## Successfully Achieved

All five Union Committees run a variety of events, both drinking and non-drinking, filling our event calendar every night of the week. Monday nights have become synonymous with the Beer Bar quiz, and Tuesday evenings see the building full of students ready to learn public speaking skills at Speaker Training. In 2023, we introduced our Sports Wednesday club night, which offers our members a second club night every week and provides sports clubs a safe space to socialise after a match. Thursday nights are still the home of HIVE Thursdays, our much-loved weekly club night. Senior debaters are also invited to hone their skills at an extra training session on Thursday evenings. Open mic takes place on Friday nights to allow members to show off their musical skills.



# Strategic Plan 2019-2023

In addition to weekly events, the Board has also started to run events for members on a one-off basis. Offering ceilidhs, destress events and the new community meals initiative have all helped the Union become known for more than its nightlife. The Libraries and Debates committees have also put significant effort into developing students academically by hosting workshops, panels, and training sessions and allowing students to show off their creative side with the Open Mic Slam Poetry event.

Advertisement of events has also increased with the introduction of the Communications committee who have grown the Union's social media presence significantly.

## Working Towards

Whilst the variety of events has remained strong throughout the years, there is still room for improvement. In the coming years, we hope to introduce events catered to the diverse groups on campus, such as international students, home students, etc. Whilst the Union's events are open to all groups, there is scope for these events to be more targeted towards and designed for the wider student body. Increasing the accessibility of social opportunities in the Union should be a priority in the next couple of years.

**Aim 3: "We will increase our interaction with life members and strengthen the relationship with FoGUU"**

## Successfully Achieved

The GUU's connection with its Life Members goes back to its earliest days, given that several graduates were among the committee of students who worked to establish the Union in 1885. Within the period under review, the advent of the COVID-19 pandemic in early 2020 provided a major challenge to the Union's operations. A special issue of the Life Members' newsletter was produced to keep Life Members up to date on the Union's response and how it was coping. Pleasingly, this was able to be followed up by a subsequent issue showing the Union's activities returning to an even keel; these communications were well received by their audience.

Debating continues to be the area with the strongest examples of continuing engagement, with a number of recent graduates who remain in the Glasgow area able to maintain their involvement with Parliamentary debating. These links provided a useful platform in preparing the Union's bid to host the European University Debating Championships 2024 and are being drawn upon further as the Championships draw nearer.



# Strategic Plan 2019-2023

Aim 4: “We will actively support our staff and help them achieve both individual and career development”

## Successfully Achieved

Amid the challenges posed by the pandemic and the persistent economic downturn, supporting our staff remains a key priority for the Union. To this end, significant improvements have been implemented, including expanding the availability of permanent contracts and transitioning to become a real living wage employer, with the support of the University. Further to this, some of our teams have become more structured, with more assistant roles added to our staff roster.

## Working Towards

The Union is still looking to diversify the skills and experiences that our core staff possess. This has a direct impact on the quality and variety of functions and events that are held in the building. Our specific plans regarding this will be expanded upon in Aim 5 of this plan.

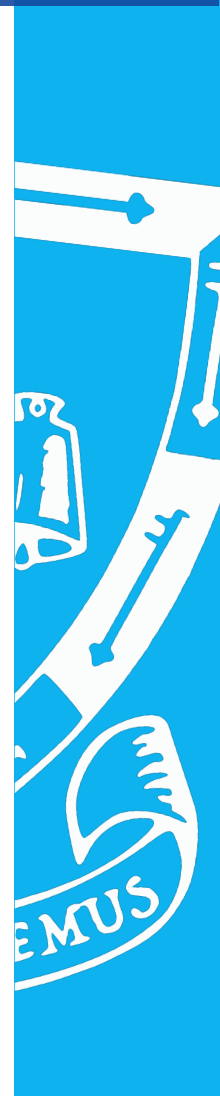
Aim 5: “We will build on the success of our catering facility and become a top choice for hospitality service on campus”

## Successfully Achieved

The Union Kitchen has become one of the busiest lunch spots on campus. This is thanks to our competitive pricing that offers high-quality hot meals at an affordable price. We have also offered a staff discount to University employees, further increasing our foot traffic.

The Union has also become a member of Public Contract Scotland and the University’s procurement system. This has allowed us to gain better visibility for university conferences and events. While we have successfully integrated into the system, our ongoing efforts will focus on securing selection as a preferred caterer for a wide range of events.

Moreover, as of November 2023, we have reintroduced a breakfast service from 9 am to 11:30 am. This initiative has allowed the Union to expand into a new market from lunch and we will work to increase our popularity as a place for lunch to a place for breakfast and lunch. We have also worked towards increasing the variety of food offered after 5 pm to expand into the evening market.



# Strategic Plan 2019-2023

Aim 6: "We will increase our members' awareness of the policies that we implement within the union"

## Working Towards

In 2022 and 2023, the Board of Management initiated a comprehensive review of all existing policies within the Union. As well as ensuring that they are comprehensive, a key focus was on making them more accessible to the students, making our support mechanisms more clearly defined. However, a significant area for improvement highlighted in the Ross Report was the lack of awareness among our members regarding the Union's policies. Thus, a key priority in this plan will be ensuring that our members are aware of our safety procedures, further expanded in Aim 2.

Aim 7: "We will ensure that there is a means to receive feedback from our members and have an accessible continuous feedback platform"

## Successfully Achieved

In 2022, the Union digitised our feedback mechanisms with an online feedback form that is accessible via a QR code in the main foyer. This allows members to easily provide feedback based on their experiences in the building and provide constructive feedback. Additionally, as the Union's digital presence has increased, so have our interactions with our members on social media. Specifically through Instagram direct messages and Facebook messenger we have been able to interact with and receive feedback from our members easier than ever before. It is through these channels that the Union receives the majority of its feedback but work can still be done to further publicise feedback channels for our members.



# Strategic Plan 2019-2023

Aim 8: “We will invest in digital enablement to improve the overall performance of Glasgow University Union”

## Working Towards

The Union has invested in a new till system and digital membership app to help modernise our members’ experience. The goal of this digital membership is to allow our members to sign up more easily, access and use their loyalty points better, and be made aware of events in the Union. The app will also allow for the promotion and sale of e-tickets for our core events throughout the academic year. The app is currently still under development, but once it is released we will work to ensure our members see maximum benefit from it.

Aim 9: “We will create branding for the Union and assist in developing the PR and marketing team.”

## Successfully Achieved

We have delivered on our promise to boost the GUU brand and support our PR and marketing efforts. The setup of key roles—the Communications Convener and the Communications Committee—has been pivotal. These roles have streamlined our PR activities, ensuring a cohesive approach across all platforms. By centralising decision-making and fostering association, we have been able to present a unified front in our communications. This unified approach has not only shaped our external image but also encourages clear internal communication. Together, these efforts reflect our commitment to a stronger brand and a more dynamic PR approach for the GUU. A clear sign of the success of this effort is that the GUU now has the largest Students’ Union Instagram page in Scotland.



# Mission Plan 2024-2027

The Glasgow University Union (GUU) was first established in 1885, with the mandate to provide social and study facilities for students at the University of Glasgow. In its 139th year, the GUU continues to be a social centre for students on campus. In addition to this, the GUU provides a range of services that enhance the student experience and allow students to develop their skills outside purely academic contexts.

In developing this plan, we held focus groups within the Board of Management over several years and liaised with staff, former members and the University. Through this collaborative effort, we affirmed that two of the three sections from the previous plan—Student Experience and Operational Excellence—continue to be integral to the Union’s objectives. As the university campus undergoes radical continuous redevelopment and as students’ expectations vary and change, the Union must continue to adapt. Additionally, many of our future projects have been supported by the University under the new Student Experience Strategy.

We have also introduced the theme of Sustainability and Marketing to replace Effective Communication from the previous plan. Thus, this strategic plan is focused on not only improving the quality of services offered to our members but also raising awareness of our presence and offerings on campus.

## Student Experience

This section will outline the interaction that students will have both with and within the Union. This plan will have an emphasis on safety in response to the Ross Report and wellbeing of students. We also outline how we can improve members’ experience, making our events more accessible for the diverse campus at the University, as well as catering to our members’ post-graduation.

## Operational Excellence

This section concentrates on the services and amenities of the building to ensure they are of the highest possible standard. We aim to achieve this primarily by developing and supporting our workforce.

## Sustainability and Marketing

This section focuses on how we plan to communicate effectively with our members, as well as our sustainability goals. It is important that the Union keeps an open dialogue with its members and is clear and open with its policies. Additionally, in a changing climate it is essential for the Union to remain aware of its impact on the environment.

# Mission Plan 2024-2027

## Aim 1: “We will improve the provision of services to students”

Our primary aim for the improvement of services to students is to increase the variety and quality of entertainment provided.

### Operational Objectives:

- Revitalise the HIVE and Well club spaces to modernise both and cater to current student needs
- Work with clubs and societies to collaborate on themes and improve the Wednesday sports night and revive Thursday night HIVE
- Introduce more variety to our club nights to cater to different student tastes
- Continuously work to improve the sound and lighting technology in the club spaces
- Increase the awareness and use of our feedback mechanisms from members to direct future activities
- Improve the visibility of duty board on club nights



# Mission Plan 2024-2027

**Aim 2: "To ensure that students are aware of the safety policies and procedures available in the Union"**

The GUU has 5 main policy and procedure documents that protect members and ensure they feel welcome within the building:

1. The Constitution
2. Equality & Diversity Policy
3. Bullying and Harassment Policy
4. Complaints Procedure
5. Disciplinary Procedure

Our members have the right to feel safe and protected in our building and to be aware of the policies that protect them (policies 2 and 3). But more importantly, in the case of an incident, it is crucial that our members are aware of how to raise incidents with the board of management, utilising the complaints and disciplinary procedures. It was highlighted by the Ross Report that awareness of these policies and procedures is not nearly as strong as we would have hoped. Thus this area of weakness will be a priority in the coming years.

Operational Objectives:

- Continue to keep current policies and procedures up to date
- Expand awareness of our policies via engagement and marketing, utilising the new Communications Convener
- Actively promote the equality and diversity values included in the policies and procedures; ensuring that our members remain aware of what is expected of them
- Further improve the diversity and equality training received by both the Board of Management and staff
- Prioritise the transparent and comprehensive investigations of complaints and negative feedback, putting member safety at the centre of our priorities and maintaining high standards for ourselves
- Improve the feedback mechanism between our members and the board of management, ensuring that we are always improving wherever necessary
- Collaborate with the University to implement all of the recommendations outlined in the Ross Report

# Mission Plan 2024-2027

**Aim 3: "We will foster a diverse Union membership by offering a wider variety of events and services"**

The University of Glasgow has a diverse student body, with students coming from all over the world. In the coming years, the GUU will make our events more accessible to the various interests and cultures on campus. For example, over the last few years, we have added new events to our social calendar such as Lunar New Year and AfroBeats Hive. We also seek to have a membership representative of the students on campus, further cementing the GUU as a social hub where all are welcome.

#### Operational Objectives:

- Improve our feedback mechanisms to gather interest for new events and functions from our members
- Gather diversity statistics to increase our understanding of our membership, enabling us to cater more to them
- Collaborate and reach out to more cultural and nationality societies, encouraging them to host events in the GUU
- Review our affiliation and association packages, ensuring that they continue to best serve our members, clubs and societies
- Encourage our standing committees to increase the variety of events organised, including workshops, sober events and cultural celebrations



# Mission Plan 2024-2027

**Aim 4: "Increase our interactions with life members with FOGUU, providing more for the value of membership."**

Life members make up a significant percentage of the membership of GUU. Whilst life membership has all the same rights as a student membership, life members, understandably, tend to engage with the Union in a more sporadic manner than their student counterparts.

Some attend frequently using the facilities to socialise, access the snooker or turn up to vote in elections, whilst others, often restricted by geography, only visit on a rare trip to town to reminisce.

Engagement with all members is vital but life members are of high importance to GUU, They are a link to the Union's past, they help foster and maintain the traditions that are key to the character of the institution, they are a source of ongoing support to the union, and due to having higher disposable incomes than students can be a very lucrative revenue stream.

Operational Objectives:

- Foster stronger ties with FOGUU as both a way of communicating with life members and organising events for life members, both in the building and further afield
- Increase engagement with the wider university alumni services as a way of keeping in contact with life membership
- Increase the number of life member events run by GUU as a way of increasing life member engagement and raising revenue
- Increase the frequency and reach of GUU's life member newsletter
- Reach out to existing life members to ensure that our contact details are up to date to ensure that the correspondence that is currently being sent out is reaching the intended audience
- Increase engagement between the board of management and existing life members clubs and organisations who hold frequent reunion events in the building and abroad; fostering stronger ties with these clubs will encourage more engagement from their members with the union on a wider basis
- Advertise more heavily to the life members and remind them that they have access to facilities such as the snooker hall and in turn explore ways to make these facilities more appealing to our life members
- Review our off-term time calendar and seek new ways to encourage life members to attend when the building is quieter as this may be favourable to life members who feel they are more comfortable attending when there are fewer students



# Mission Plan 2024-2027

## Aim 5: “Developing our core staff team and improving staff welfare mechanisms.”

As the GUU seeks to expand its operations, our wider staff team remains of primary importance. Indeed, without the tireless work of our staff members, we would not be able to operate on the scale that we do currently. We must continue to give our team skills and experiences that enable them to improve and expand our core business sectors. As the UK enters a recession (and the ongoing cost of living crisis) it is of utmost importance that we prioritise staff welfare and support. In 2023, the GUU became a real living wage employer with the support of the University. However, we continue to work to improve our welfare mechanisms.

### Operational Objectives:

- Modernise and improve our training structures.
- Offer more training and certification opportunities to staff members.
- Introduce more permanent assistant roles increasing staff mobility.
- Review existing HR Support and investigate other HR services.
- Learn from existing University staff support mechanisms.



# Mission Plan 2024-2027

Aim 6: "Expand our catering and events services to ensure that we remain the best choice for hospitality and functions on campus"

We are currently one of the best choices for catering on campus due to the quality and competitive price of our food. We hope to maintain the quality and demand for our daytime catering services, as well as improving our offering to be more accessible to the variety of students on campus. This is of particular importance with the opening of new catering services across campus, the Union must cement its place as a lunch spot on campus.

The next step in our development is investing in external catering and functions. The Union is now a part of Public Contract Scotland and the University's procurement system. We will use these platforms to further advertise ourselves to university functions and events as we are able to offer a range of services and packages. Thus, we aim to also be the best option on campus for events and catering.

Operational Objectives.

- Diversify our menu with more to-go options and night-time deals
- Increase the number of meat-free/vegan alternatives including offering plant-based milk alternatives in the cafes
- Invest in external catering, providing our staff with training and resources to expand our offering



# Mission Plan 2024-2027

**Aim 7: “We will further diversify and improve our PR offering to ensure that students are always aware of the variety of services and events within the Union”**

We aim to enrich student experiences by enhancing awareness of the multitude of services and events within our Union. To achieve this, we will actively support the development of the Communications Committee, as they leverage social media platforms to amplify awareness of crucial welfare policies within our Union.

Operational Objectives:

- Promote our safety services such as the Ask Angela scheme, the Safe Zone app, and the presence of duty board on club nights
- Ensure every member is informed of the wide spectrum of support systems available to them as they participate in Union events
- Further utilise social media sites such as Instagram and TikTok to increase outreach to all students on campus
- Increase awareness of our developmental opportunities, such as debating, music, creative and academic writing

**Aim 8: “We will commit to tangible action to reduce the Union’s carbon footprint”**

It remains ever-important to be aware of our impact on the climate, both as individuals and as an organisation. In the past few years, our committees have been working harder than ever to make the GUU more sustainable. This goal presents many challenges with the historical significance of the Union building. Regardless, we remain committed to implementing innovative climate-aware solutions at all levels.

Operational Objectives:

- Introduce initiatives to calculate and counteract our carbon footprint
- Reduce wastage from our operations and improve our recycling schemes, with a particular focus on food waste, general waste, glass recycling, heating loss and single-use plastics
- Increase the variety of sustainable plant-based alternatives in the Union Kitchen, Drawing Room Cafe and G12
- Collaborate with student groups and other student bodies to further this aim



# Plan Overview



Mission	Theme	Key Projects		
Student Experience	Welfare	Improve and expand our welfare training		
		Increase awareness of our safety policies and procedures		
		Ensure our policies are consistent with the those of the University and other student bodies		
	Diversity and Inclusion	Increase the variety and scope of our events		
		Collaborating with clubs and societies on new events		
		Ensuring that events remain accessible		
	Life Membership	Offer more events and services catered to our life members.		
		Form stronger ties with FOGUU and strengthen the alumni network		
		Develop targeted life membership marketing and campaigns, such as the newsletter		
Operational Excellence	Staff	Developing our HR resources		
		Be an open and inclusive workplace		
		Offer developmental opportunities to our management staff		
		Further improving and expanding our staff training protocols		
	Catering, Functions and Hospitality	Diversifying Union Kitchen Menu		
		Further investment into external catering, expanding our operations		
		Continue to develop our focused Functions and Events marketing strategy		
		Marketing and Sustainability	PR and Marketing	Increase accessibility of feedback mechanisms
				Utilise social media platforms
Advertising our committee events and opportunities				
Sustainability	Review our operational carbon emissions and sustainability policies			
	Focus on reducing excess waste produced and increasing recycling			

# Plan Overview

	Targets
	Ensure that Board, staff and helpers are equipped with the tools to provide support
s	Ensure all members are aware of our safety policies
	Develop campus-wide safety initiatives
	Further establish the Union as a place welcome to all members
	Hosting more activities that our members are interested in
	Appeal to a wider range of students on campus
	Raise level of interaction with Life Members
	Increase the percentage of graduates taking life membership
	Reach out to alumni to help protect the Union's legacy
	Encourage the highest standards of integrity and professional conduct in our approach to staff
	Give our staff the opportunity to succeed
	Further staffs' career development and job satisfaction
	Ensure staff can meet a variety of students needs
	Further cementing the Union Kitchen as the best lunch spot on campus
	Become a top choice for functions, conferences and events on campus
	Increase business from both on and off campus
	Continuously improve our events, services and safeguarding initiatives to cater to our members' needs
	Increase awareness of Union operations
	Advance our constitutional aim to offer creative and academic opportunities to our members
	Increase our understanding of the Union's impact on the climate
	Make the GUU a sustainable space



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