

“Our close partnership with our SRC enables us to work together in enhancing the student experience and is very much valued in supporting us to shape our approach to Learning and Teaching.”

**University of Glasgow
Outcome Agreement 2022-23**



UNIVERSITY OF GLASGOW
STUDENTS' REPRESENTATIVE COUNCIL

Strategic Plan 2022-2027

The background of the entire page is a purple-tinted photograph of the University of Glasgow's Main Gate. The gate is a large, ornate stone archway with Gothic architectural details, including pointed arch windows and decorative stonework. The words "MAIN GATE" are visible on the stone pillars flanking the arch. The gate leads to a paved walkway that recedes into the distance, lined with trees and buildings. The overall scene is captured in a soft, slightly hazy light, giving it a historical and institutional feel.

Our Purpose

Read more about our Purpose, Mission, and Vision on **Page 12.**

**We exist
to be the
independent
student voice at
the University
of Glasgow.**

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WELCOME

GUSRC is delighted to present to you this, our fourth Strategic Plan...

GUSRC is delighted to present to you this, our fourth strategic plan. Our previous plan covered the period 2015-2020 and we had envisaged issuing a refreshed plan in 2020. The COVID-19 pandemic then arrived and so we took the time during the course of the pandemic to consider carefully and consult widely on the content of this plan, given the huge changes in the environment for students at Glasgow and for the SRC itself. This plan covers a 5-year period from 2022 to 2027. It provides an overall framework for our development over this period, whilst recognising that we must approach our work in a flexible way to reflect the pace of change within the University, the student community and wider society.

The SRC is a democratic organisation, and it is important that the year-to-year priorities and focus are reflective of the aims of the elected Council members and the Executive team of student sabbatical officers. **This Strategic Plan provides an overall structure within which the SRC operates, defining our Purpose, Mission and Vision and outlining the broad aims that we will follow over the next five years.**

The plan reflects the SRC's status as the only cross-campus representative body recognised as such by the University, and our unique ability to facilitate student-led services and opportunities for students, with strong organisational capabilities built up over time.

As well as **what** we do, it is important for an organisation like the SRC to consider **how** we do this and so we have taken the opportunity to revise and update our organisational values. These reflect a need for us to collaborate with the University and others – *"collaborate where we can, challenge where we should"* – and to reflect the growing consciousness within the student community around issues such as Equality, Diversity, Inclusion, and Environmental Sustainability.

We know that the coming five years will bring both challenges and opportunities for students and the SRC is committed to working alongside our diverse student community to address these challenges and exploit these opportunities.

Rinna Väre
President
2022/23



Bob Hay
Permanent
Secretary



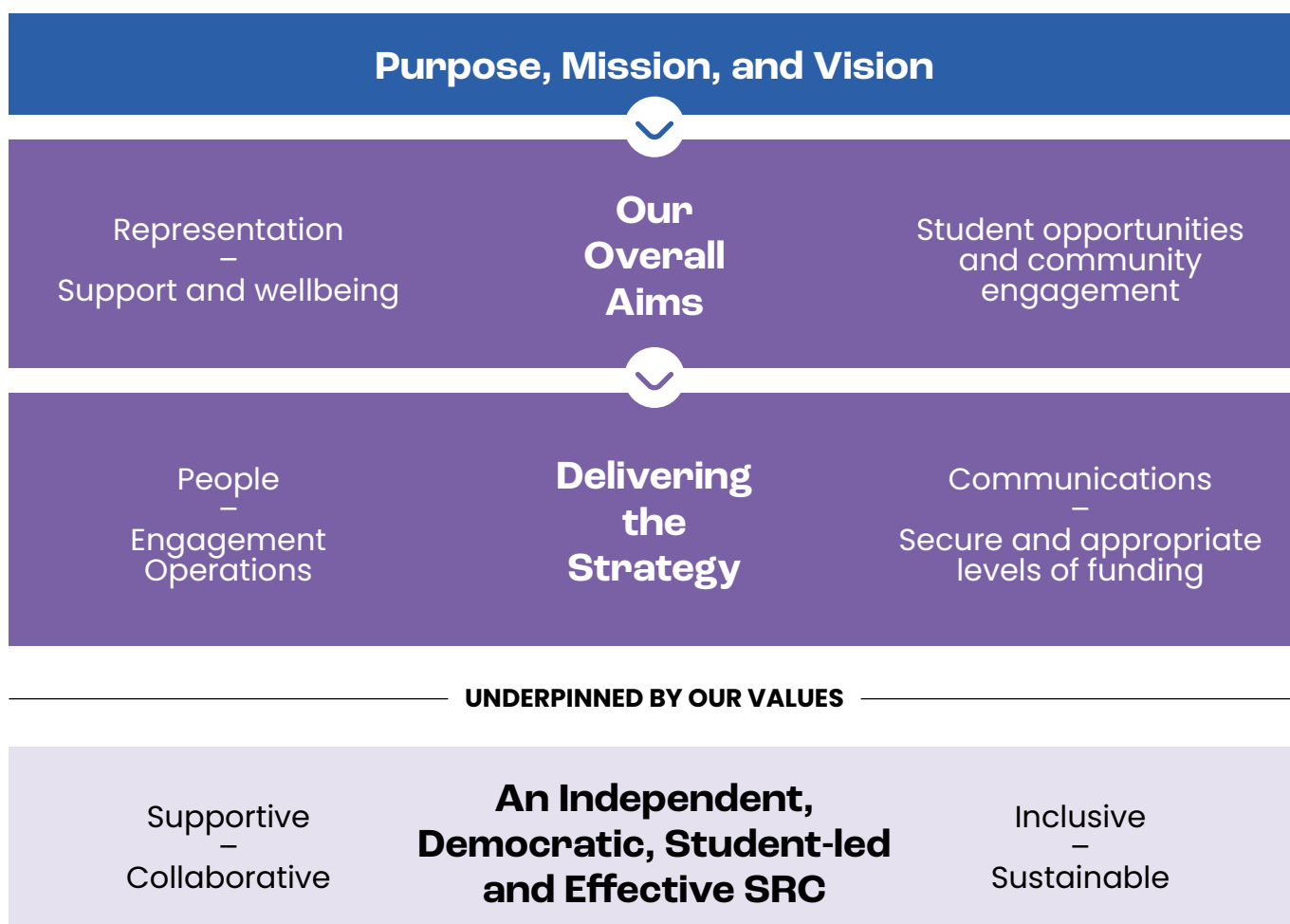
DEVELOPING THE PLAN

...for an independent, democratic, student-led, and effective SRC.

Overview of the strategic plan:

The strategic plan draws heavily on a programme of consultation undertaken throughout 2021 and early 2022, which involved extensive input from a range of stakeholders, including senior University staff, GUSRC staff, student clubs and societies as well as the student body as a whole. We are indebted to everyone that has contributed, whether through this formal process of consultation or more generally.

We concluded that the previous Strategic Plan had served the organisation well and that the new plan should be seen as an evolution from the previous iteration. Our consultations did, however, highlight areas where the plan could be given even greater clarity, focus and coherence, whilst identifying a number of significant issues in the external environment that the strategic plan (and the activities that flow from it) should address.



ABOUT THE SRC

We are the only organisation with the remit and responsibility to represent the interests of UofG students.

Glasgow University Students' Representative Council (GUSRC) is a student-led, non-incorporated charity. We are the only organisation with the remit and responsibility to represent the interests of UofG students to the University and beyond. All students at the University are members of GUSRC (unless they choose to opt out) and membership entitles students to vote for and stand in elections – all students can use and benefit from our services, even if they have opted out of membership.

1895 Ordinance

At Edinburgh, the Fourth day of February Eighteen hundred and ninety-five years.

(Preamble)

I. The Students' Representative Council in such University shall submit to the University Court for approval the regulations under which it has been formed or now exists, and these regulations as approved, or with such alterations as may from time to time be approved by the University Court, shall form the constitution of the Students' Representative Council, and shall, subject to the provisions of this Ordinance, determine the functions thereof, and the mode of election thereto.

II. After the University Court has approved of the constitution of a Students' Representative Council in any University, alterations of the said constitution shall be of no effect unless and until they receive the approval of the University Court.

III. (1) The Students' Representative Council shall be entitled to petition the Senatus Academicus with regard to any matter affecting the teaching and discipline of the University, and the Senatus Academicus shall dispose of the matter of the petition, or shall, if so prayed, forward any such petition to the University Court, with such observations as it may think fit to make thereon.

(2) The Students' Representative Council shall be entitled to petition the University Court with regard to any matter affecting the students other than those falling under the immediately preceding sub-section.

(3) Nothing contained in this section shall be held to prejudice any right of appeal which may be competent under section B, sub-section 2, of the said Act, nor the powers and jurisdiction of the Senatus Academicus with regard to the teaching and discipline of the University.

IV. This Ordinance shall come into force from and after the date of its approval by Her Majesty in Council.

In witness thereof these presents are sealed with the Seal of the Commission.

A.G. Kinnear, Chairman

Approved by Order in Council,
dated 29th June 1895.

Council is the governing body of GUSRC; there are currently 47 elected positions on Council, increasing to 49 in July 2023, including the Executive team of four sabbatical officers (President and Vice Presidents for each of Education, Student Activities and Student Support). These are the Trustees of the organisation and benefit from annual induction and training support.

Council and the Executive Team are supported by the Permanent Secretary (who fulfils a Chief Executive role) and a staff team that is responsible for day-to-day delivery of the organisation's objectives and its administrative functions, with staff roles relating to Advice, Policy, Training, Volunteering, Administration, Reception, and Marketing and Communications.

GUSRC is largely funded by a University Block Grant, which is negotiated on a year-to-year basis, alongside a range of fundraising and miscellaneous income from the delivery of its activities.

Driven by the three strategic aims of the previous strategic plan (Representation and Engagement, Support and Wellbeing, Volunteering and Community Engagement) the SRC delivers an extensive programme of activity each year, some illustrative examples of which are shown below.

Our preceding strategic aims

REPRESENTATION AND ENGAGEMENT

- Providing the necessary support to elected officers including Council, Executive and Class Representatives;
- Influencing decision making at all levels of the University;
- Providing student input on important academic issues, such as the Student Code of Conduct, subject reviews, library access, and approaches to remote and blended learning;
- Providing student input on social and support issues such as student accommodation, period poverty, mental health issues and gender-based violence;
- Proactive activities and events to engage with postgraduate and international students.

SUPPORT AND WELLBEING

- Operating the "Welcome Point", which is a key entry point for students, prospective students, and a range of visitors to campus;
- Delivering GUSRC's Advice Centre, which provides high quality, impartial advice and representation on a range of welfare and academic issues;
- Delivery of additional "money saving" services for students including the second-hand bookshop, printing and photocopying facilities and the "Student Job Hub" service in partnership with UofG Careers;
- Producing "The Guide", which is the key introductory document for students to life at the University and Glasgow in general;
- Coordination and administration of UofG Welcome;
- Coordination and delivery of peer-to-peer educational projects around Mental Health and Gender-based Violence.

VOLUNTEERING AND COMMUNITY ENGAGEMENT

- SRC Volunteering, which has a particular focus on developing external links and volunteering opportunities throughout the city and beyond;
- Contributing to a wide range of civic engagement projects in areas such as environmental improvement, refugee support and support to homeless people;
- Delivery of University of Glasgow tours, with students employed as tour guides;
- Support (including promotional and marketing support, funding, financial management and other practical support to an extensive range of student clubs and societies);
- Specific support to student media including Glasgow Guardian, Glasgow University Student Television (GUST), Glasgow University Magazine, Subcity Radio.



HOW WE MAKE A DIFFERENCE



It is crucial that we continue making a genuine positive difference to the lives of students and, as set out later in this strategic plan, we have refined our three key strategic **aims** (under the headings of Representation, Support and Wellbeing and Student Opportunities and Community Engagement) where we look to make such a difference. We deliver a range of **activities and services** in support of these aims; these are typically aligned with one or other aim but sometimes make a contribution across the aims. Within this overall picture, we have set particular **priorities** for areas that we wish to focus on during the 5-year period of this plan.

GUSRC believes that we must be clear about the specific and unique capabilities that we will bring to the delivery of our Purpose, Mission and Vision. This reflected in our **Capability Statement**.

We are committed to continuous improvement in what we do and how we do it, building on the below capabilities and responding to the ever-changing environment that we describe in the following section.

Capability Statement

FUNDAMENTAL CAPABILITIES

We are recognised by Ordinance of the University as **the representative student body** for the University of Glasgow.

We are a **student-led** body, which is **independent** of the University, and therefore able to engage with students, and deliver activities, in ways that the University may not be able to.

Having **universal membership** amongst students (except for the very small number of students that opt out) puts us in a unique position to deliver services that are not linked to other student bodies and are made available and promoted to all students.

SUPPORTING CAPABILITIES

We have in place **clear and effective organisational structures** to perform our purpose and specific activities.

We have a **highly experienced and committed staff team** with deep knowledge of our role and expertise in delivering our activities.

We retain the **organisational flexibility and agility** to make things happen quickly.

We are able to deliver services and activities in a way that offers **significantly greater value for money** than would be the case for alternative means of delivering functions and services.

OUR MEMBERS

The student body is changing, and our efforts must reflect that.

Student numbers continue to grow and there are increasing numbers of part-time students, adult returners and postgraduate students. The number and diversity of international students continues to grow as does the number of online learners. This brings significant challenges and resource requirements in terms of engaging with, and representing the needs of, the student body.

The effects of the pandemic have extended and amplified the **wellbeing and support** needs of many students, who need additional support, delivered in the right way, to ensure that they gain the most from their university experience.

Our consultations highlighted strong indications of a **broader social consciousness** re-emerging within the student body, relating particularly to issues such as climate change and equality, diversity and inclusion.



How the University's strategy links to our own.

The University issued its own strategy in 2021 with the theme of World Changers Together and the key elements of this are summarised below.



World Changers Together: World Changing Glasgow 2025

VISION

To be The World Changing University. Our inventions, interventions and innovations have helped to shape the social, cultural and economic prosperity of our city, our country and civilisation itself.

PURPOSE

Transforming lives through ideas and action. Our teaching inspires our students. Our research inspires the world... Our staff and students use their developing skills and newfound knowledge to educate, to heal, to fight for justice and equality, to advance global society and to flourish as purposeful individuals.

MISSION

To bring a community of world changers together. We seek the finest minds from around the world to join Glasgow's growing international University community... driven by a unifying desire to change the world for the better.



VISION IN ACTION

Inspiring People
Global Perspective

World-Class Research
Lasting Impact

Outstanding Teaching
Life-Changing Experiences




VALUES

Ambition and excellence
Curiosity and discovery
Integrity and truth
An inclusive community

STRATEGY

Community
Connectivity
Challenges



**“Collaborate
where we
can, challenge
where we
should”**

THE UNIVERSITY CONTINUED

GUSRC can make common cause in contributing to the delivery of the University's strategy, being supportive of the Purpose, Mission and Vision set out therein. We also have a key role in shaping and contributing to the delivery of the University's Learning and Teaching Strategy and the recently developed Student Experience Strategy.

GUSRC's role with respect to the University's strategy has always been that of a "critical friend" and "collaborating partner"; this will continue. We will look to hold the University to account in terms of whether its actions and decisions live up to its respective strategies and best serve the student body, whilst also delivering activities and services that assist with the delivery of the strategy, where we are particularly or uniquely positioned to do so.

Within the "strategy" element of World Changers Together there are areas of particular relevance to our work. All of these areas impact on the learning and wider experiences of students as well as on their potential to develop as "world changers".

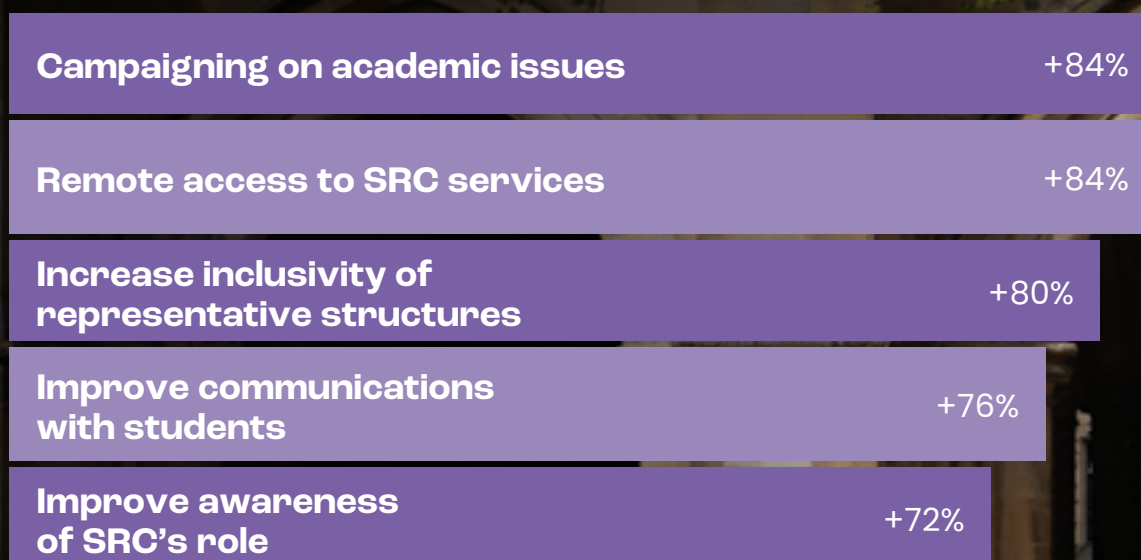
Under the theme of **Connectivity**, the University sets out aspirations to create collaborative and social space on campus, to invest in digital relations and to adopt collaborative technologies for flexible work and study; under our engagement and representation activities we will aim to assist the University in ensuring that the implementation of such themes in practice is of genuine benefit to the student experience.

The University strategy references certain **Challenges** in relation to challenge-led research, reimagining and building a sustainable future through its research and actions. Again, it is important that we effectively represent students, including research students, in relation to the pursuit of these aspirations.

Under the theme of **Community**, the UofG strategy refers to leading with its values, putting people first, engaging with its civic mission and strengthening partnerships to amplify the University's local and global impact. Work we have already undertaken as well as projects in development under our

Student's top priorities*

* Based on % that say more important less % that say less important.



Student Opportunities and Community Engagement aim, will contribute significantly to the achievement of this part of the University's strategy.

Most importantly, we will reflect the priorities of students.

The consultations which shaped this strategy highlighted our campaigning and policy work along with our direct support to individuals on academic matters as of particular importance to students.

In a wider sense, students saw GUSRC as having an important role in contributing to **a shared sense of community amongst University of Glasgow students** – particularly important given changes in the student population, burgeoning mental health issues and physical changes in the University Estate.

A fairly common issue raised by students related to how we approach our business, in particular, our **communications and engagement** activity. Student feedback highlighted a desire to better understand the broad range of activities

we undertake and a desire that we offer a variety of ways to engage with and through our work. We recognise that effective engagement is important in carrying out our representative functions and that we must continue to strengthen and develop our approach to communications.



PURPOSE, MISSION, AND VISION

The independent student voice at the University of Glasgow.

The mission adopted in the previous strategy was “*To provide effective representation, support, opportunities and services for and on behalf of the students at the University of Glasgow*”. This remains a valid articulation of the SRC’s functions, but we believe that our representation role should be placed front and centre. This is our fundamental “*purpose*” and other functions follow on from this, with the strategic rationale for these deriving ultimately from the fact that GUSRC is **the only representative student body and the only student body of which all University of Glasgow students are a member**.

The vision set out in the previous strategy was to be “*The Independent Student Voice at the University of Glasgow*”. This statement has enduring relevance and appropriateness. However, we believe that greater clarity and coherence as to our overall positioning is helped by our adopting the structure of Purpose, Mission and Vision (reflecting that adopted by the University in its latest strategy).

PURPOSE

The reason for our existence.

MISSION

How we go about achieving our purpose – the “*business*” of the organisation.

VISION

What the future looks like for the organisation and the people we work with – the difference that we make.



Our statement of **Purpose** sets out WHY we do what we do, reflecting our fundamental reason for existence as an organisation.

OUR PURPOSE

The Independent Student Voice at the University of Glasgow.

Our **Mission** describes WHAT we will do over this business plan period in pursuit of this purpose and the way that we go about this.

OUR MISSION

To provide effective representation, wellbeing support and opportunities for participation and development on behalf of students at the University of Glasgow.

Our **Vision** is a statement of WHERE the organisation is going and what we want the future to look like for GUSRC; this reflects strongly our organisational values.

OUR VISION

An independent, democratic, student-led and effective SRC, which engages well with the student population and exhibits a supportive, collaborative, inclusive and sustainable approach to the way it goes about its activities.

OUR AIMS

Our aims have been refined to provide a clearer focus to what we do.

Extensive consultation with our members and other University stakeholders **found a very strong consensus that the main thrust of our existing aims** Representation and Engagement, Support and Wellbeing, and Volunteering and Community Engagement **remain appropriate for GUSRC**. However, we also concluded that we could refine the articulation of these aims to provide a clearer focus to what we do. We have therefore set out our aims for this new strategic plan under three headings:

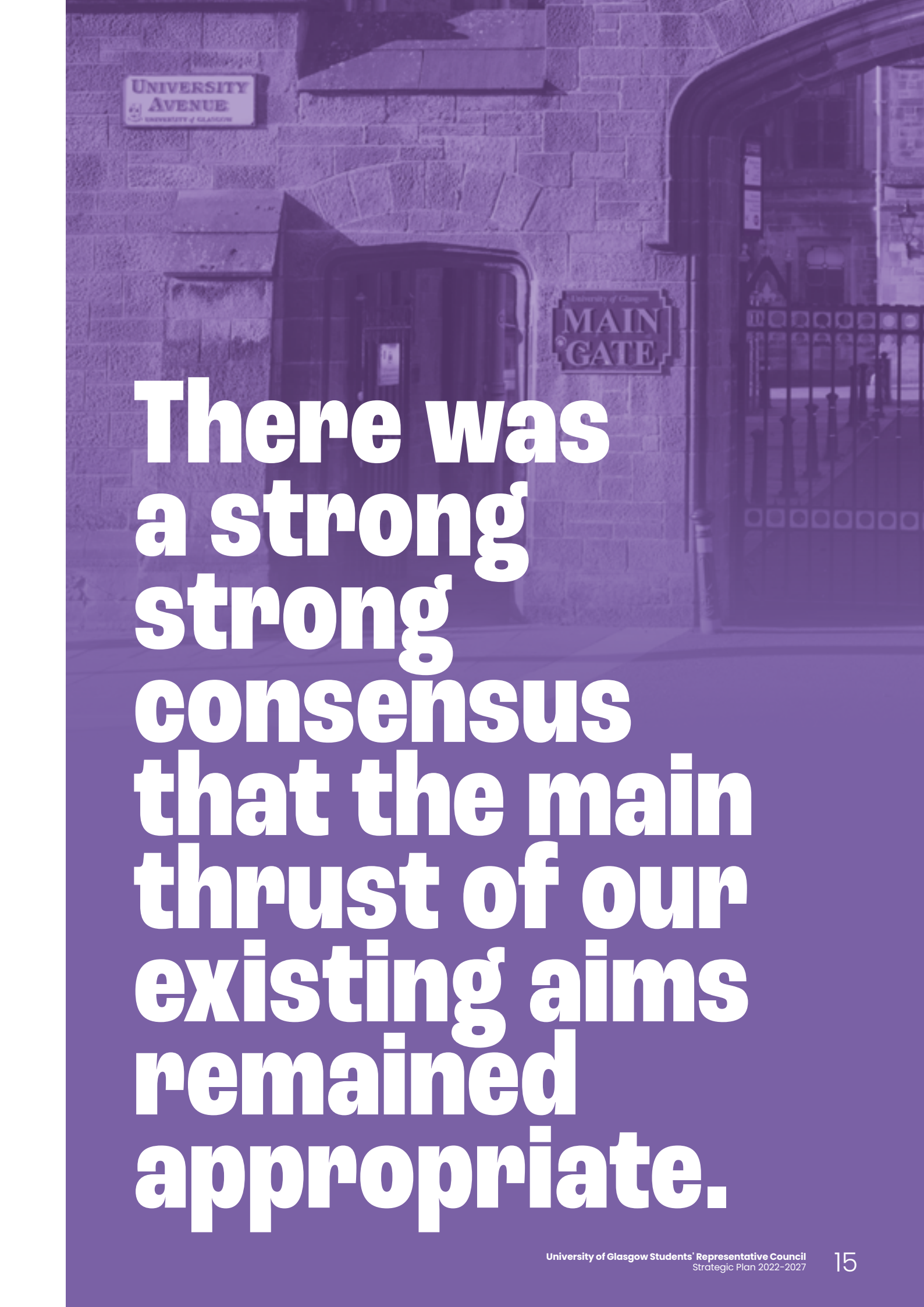
Representation

Support and Wellbeing

Student Opportunities and Community Engagement

The feedback we received from students confirmed the importance of all of these aims.

In the pages that follow we provide an overview of our approach and future priorities in relation to each of these Strategy Aims.

The background image shows the Main Gate of the University of Glasgow, a stone building with a large arched entrance. A sign above the gate reads 'UNIVERSITY AVENUE' and 'UNIVERSITY OF GLASGOW'. To the right of the gate, a sign reads 'University of Glasgow MAIN GATE'. The image is overlaid with a purple gradient.

**There was
a strong
strong
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Representation.

This means: being the voice of students within the University and elsewhere.

"Representation" is central to the existence of GUSRC, and we recognise that it should remain our central over-riding priority.

We believe that effective engagement is a necessary enabling factor for us to fulfil our representative functions. The challenge of broadening and deepening engagement has become even greater given the significant growth in student numbers, alongside changes in the characteristics and profile of the student body.

Enhanced engagement requires investment of time and resources to better understand the evolving student community and, thereafter, the capabilities and resources to effectively communicate, consult and engage with the student community. The latter is likely to have multiple components including direct engagement by student representatives at all levels (Sabbatical Officers, Council Members, Class Representatives) as well as the continued and enhanced development of marketing communications activity to engage with students.

UNIQUE ACTIVITIES AND SERVICES WITH A PARTICULAR FOCUS ON REPRESENTATION

- Democratic organisation with a University wide student constituency and statutory representative function;
- Providing support to SRC Officers in fulfilling their representative functions thereby enabling effective and informed evidence-led representation and campaigning;
- Delivery of training and ongoing support to Class Representatives;
- Student representation on all University decision making structures up to and including Court and Senate;
- Supporting campaigns on academic matters and wider issues as they relate to students;
- Facilitating the input and engagement of the student community as a whole into decision making and campaigning.

REPRESENTATION – OUR PRIORITIES

- Continue to maximise the effectiveness of our democratic, representative structures and, ensure that these structures are accessible to all students;
- Enhance campaigning activity by developing and further investing in our communications and engagement activity;
- Maintain support to evidence-based campaigning, lobbying and representational activity in the interests of our membership on campus and at local and national government level;
- Ensuring our elected officers including Council Members and Class Representatives are effectively supported in influencing decision making on academic and related matters at all levels in the University;
- Work alongside the University to broaden our understanding of and response to the changing behaviours, wants, and needs of the student population;
- Work with the University to improve postgraduate engagement with campus life.

REPRESENTATION – KEY OUTPUTS AND OUTCOMES

- We will continue to view feedback through the Enhancement Led Institutional review (and its replacement) as a benchmark of success;
- We will provide training to an average of at least 900 Class Reps each year with a target of 80%+ of participants indicating that they feel well prepared for their role through this training;
- A minimum of 1,000 students will take part each year in the nomination process for the annual Student Teaching Awards;
- We will provide support to at least 4 significant student-led campaigns each year, on issues relating to academic and/or welfare matters;
- We will monitor the profile of students involved in our representative and democratic structures and seek to optimise engagement with underrepresented groups;
- We will participate in 100% of PSRs and 100% of feedback will agree that the student representative made a constructive contribution to the process.

Support and Wellbeing.

This means: supporting student wellbeing in relation to academic issues and non-academic areas such as finance, housing and other matters that may directly or indirectly impact on the mental wellbeing of our students.

These needs should be seen in the context of a very significant growth in student numbers.

There was a strong consensus across our stakeholder groups that there is a distinct role for support and wellbeing services that are independent from the University and student-led. Such services play a significant role as part of a mixed market of support provision, having particular benefits in more effectively engaging with students who may, for any reason, feel uncomfortable in engaging with services provided directly by the University. The concept of “*Student-led*” comprises different models of delivering support, including the support

of professional staff, through GUSRC’s Advice Centre and Welcome Point, as well as the significant and highly successful peer support and education programmes, such as Suicide Prevention (Mind Your Mate) and Gender-based Violence (Let’s Talk) delivered directly by students, and supported through the SRC.

The delivery of support on a student-led basis (either directly or indirectly) through GUSRC also delivers greater value for money as compared to more traditional or mainstream service delivery models.

In summary, there is a recognised need for student-led support and wellbeing activities but the demands on such services are increasing with the growth of the University and changes within it. Such services need to be properly resourced within a mixed economy of support activities.

ACTIVITIES AND SERVICES WITH A PARTICULAR FOCUS ON SUPPORT AND WELLBEING

- The SRC Welcome Point and Reception Services;
- The Advice Centre, providing a confidential information and representation service;
- Money saving services such as the printing and binding service and the second-hand bookshop;
- Campaigns on issues of direct relevance to student welfare such as mental health, safety and gender-based violence;
- Support to student-led groups that directly provide wellbeing support to the student population;
- Delivery of peer-led education and support programmes;
- Student-led UofG Welcome programme and associated induction activities;
- Activities programmed at The Gilchrist Postgraduate Club.

SUPPORT AND WELLBEING – SELECTED PRIORITIES

- Continue to provide a friendly and informed frontline Welcome Point service, which serves as a welcoming and effective gateway and source of signposting to services, and which enhances the reputation of the University;
- Ensure that the Advice Centre is appropriately resourced, to meet the growing and varying demands placed upon it. In particular, ensuring flexible service delivery methods to reflect changing needs and preferred means of accessing services;
- Continuous review of “*money saving*” services to ensure that provision is cost effective and offers value for money;
- Maintain provision of peer-led education as a vehicle for social education and attitudinal change. Identify new subject areas that would be a good fit for our delivery model;
- Review and enhance our communications activities and channels to maximise awareness of student-led support services, whether delivered directly by GUSRC or peer-led;
- Lead and manage an inclusive and accessible UofG Welcome, working with the University and facilitating links with other student bodies where appropriate.

SUPPORT AND WELLBEING – KEY OUTPUTS AND OUTCOMES

- Respond to increasing student numbers by increasing the capacity of the Advice Centre by 50% over the period of this plan;
- By the final year of this plan, over 50% of students involved in formal University procedures during that year e.g. Student Conduct, Complaints, Appeals will have consulted with the Advice Centre;
- We will continue to facilitate the development of student-led training initiatives that integrate with broader SRC and University priorities for student wellbeing with the aim of 1,000 students per annum participating in our peer-led training;
- We will provide support to at least 4 significant student-led campaigns each year, on issues of specific relevance to student wellbeing.

Student Opportunities and Community Engagement.

This means: enhancing students' experience of university, their personal and professional development, and their opportunity to contribute to wider society.

Students and other University Stakeholders generally have a good understanding of our "representation" and "support and wellbeing" aims. However, they have not always associated student media, peer-support, and clubs and societies support etc. with our previous strategic aim of "volunteering and community engagement". We have therefore developed a revised strategic aim of "Student Opportunities and Community Engagement" to better capture our work and priorities in relation to such areas.

This is an area where we believe there is a need, and opportunity, to significantly develop what we deliver. From the perspective of University stakeholders, this was seen as being very consistent with the "World Changers" strategy, both in relating to the institution's "civic mission" and the issue of "preparing students for a challenging and changing world". Students themselves have an appreciation of the potential for activities under this broad theme to enhance their immediate lives, to develop a wider set of skills and appreciation of the society we live in, and to enhance their future employability.

Through our 'SRC Volunteering' project, students are offered a gateway into Glasgow's voluntary and civic sector. Our brokerage model enables a broad range of quality opportunities to be offered to accommodate the interests, abilities and language skills of our students.

We also support a host of student opportunities through our engagement with around 250 Clubs and Societies per annum as well as through several hundred students who volunteer through our student media every year.

While the above highlights our significant contribution in relation to student opportunities, activities and clubs and societies, there are also significant challenges. A number of activities are significantly constrained by the equipment, resources and appropriate available space on campus, which only adds to the challenge of encouraging students to invest their time in such activities.

The systems of recognition and reward are piecemeal, the HEAR recognition system which is opaque and arbitrary requires review. To incentivise engagement the SRC offers recognition for volunteering through its "Volunteering, Clubs and Societies" (VCS) Awards, the national "Saltire" Scheme (under 26 only) and is in the early stages of implementing a digital "badges" system

We believe this is a particular area where the University should look to be "best in class" in terms of the provision of volunteering and other participation opportunities. The University's ambitions are reflected in the "Learning and Teaching Strategy 2021/2025 – We will work in partnership with students to support their development as flexible and adaptable graduates who can work effectively with others to bring disciplinary skills and knowledge together to form creative solutions to complex world problems".

Whilst the SRC may be the organisation on campus best placed to lead on this, we recognise that real success will only be achieved through a strong, coherent and consistent partnership with the University, along with a clearly resourced plan and sustained long-term investment in various aspects of staffing, training, support, facilities and equipment.

In summary the further development of opportunities for volunteering and participation as a whole is a significant opportunity for the SRC and the University as a whole and an area where, with appropriate resourcing and support, we can further build our position, contributing to the University's own strategies and enhancing the student experience. This means both improving the quality of opportunities that already exist and taking on a development role to help foster a wider range of opportunities.

ACTIVITIES AND SERVICES WITH A PARTICULAR FOCUS ON STUDENT OPPORTUNITIES AND COMMUNITY ENGAGEMENT

- The SRC Volunteering programme;
- Support to Clubs & Societies and to Student-Led Support Services;
- Support to Student Media;
- SRC Website and Apps.

STUDENT OPPORTUNITIES AND COMMUNITY ENGAGEMENT – SELECTED PRIORITIES

- We will increase the range of personal development opportunities based upon what our students want, with a particular focus on leadership, volunteering and skills development;
- We will provide quality opportunities, and aim to ensure all volunteering and experience gained is meaningful and recognised;
- We will work closely with the University in ensuring personal and skills development are embedded into the curriculum and supported by academic departments;
- We will work with the University in delivering more systemic and sustained support to recognising and delivering student opportunities;
- Continue to promote student development through a range of informal employment opportunities made available to students directly through GUSRC including campus tours, peer-led education, visitor welcome and communications;
- Encourage a rich and culturally diverse University life by promoting the development of a rich ecology of student-led clubs and societies as well as our student media teams;
- Continue to work with the University in the creation of an estate that is conducive to the development of a thriving campus based clubs and society scene;
- Work proactively with student-led media and with student-led peer support services to put in place clear plans for their long-term development and to secure the resources needed to facilitate this.

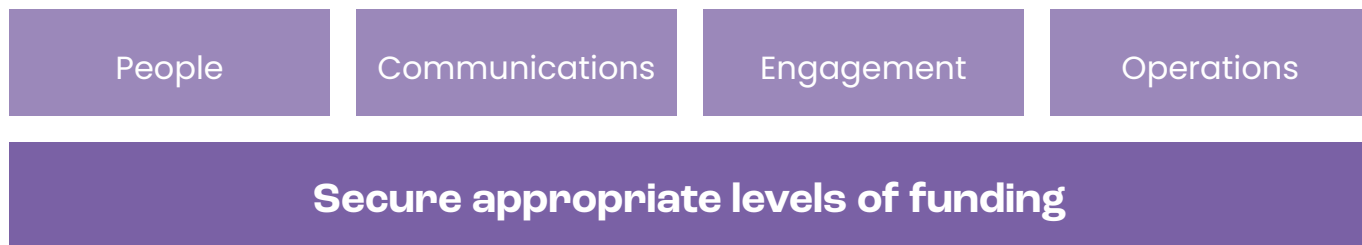
STUDENT OPPORTUNITIES AND COMMUNITY ENGAGEMENT – KEY OUTPUTS AND OUTCOMES

- Each year, we will support at least 50 community groups / initiatives and place at least 1,000 students into volunteering opportunities, through the SRC Volunteering programme;
- We will build on our current systems for volunteering recognition through the development and establishment of a “*badge*” system to acknowledge work carried out by volunteers;
- We will seek to affiliate and support a minimum of 250 affiliated clubs & societies annually;
- By the end of this plan 100 clubs/societies will have signed up to our online banking system;
- At least 80% of volunteers through our programme will agree that their experience has had a beneficial effect on their personal and/or professional development;
- At least 50% of the student population to be involved in at least one club or society;
- At least 50% of eligible clubs and societies’ office bearers each year to seek HEAR (Higher Education Achievement Report) accreditation.

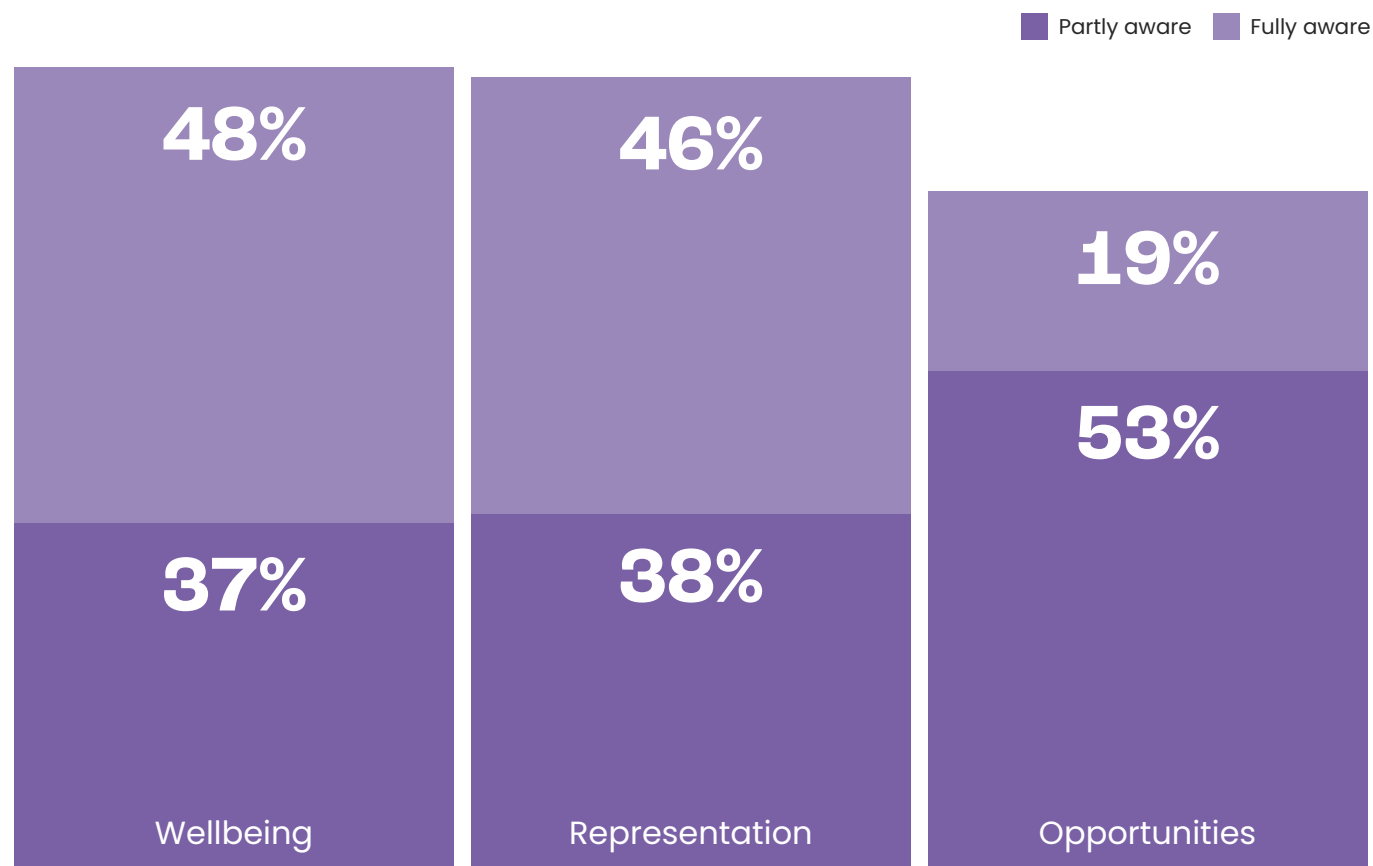


How we pursue our Aims, and associated Priorities.

As part of the strategy development process we considered the particular areas of capability and capacity required in order to ensure that we can pursue the aims, and associated priorities, set out in previous sections. We have captured these areas under the themes of People, Communications, Engagement, Operations and Funding.



Awareness of SRC's broad aims



PEOPLE

In relation to the **People** theme there was recognition, amongst University consultees in particular, that consistency of staffing throughout the organisation had contributed to the SRC's successes. Key challenges for the future will be to ensure that appropriate succession planning is in place and to enable the SRC to continue to attract and retain staff of the highest calibre.

The full-time Executive team, comprised of student sabbatical officers, represent a key people resource and the current roles and remits (President and Vice Presidents for each of Education, Student Support and Student Activities) align well with the aims set out in this strategic plan; we will continue to ensure that the sabbatical officer positions have clear responsibilities that align with the plan whilst allowing them the space to pursue their own democratic mandates.

COMMUNICATIONS AND ENGAGEMENT

Communications and Engagement have been recurring themes of this strategic plan and it is important to recognise the distinctions and relationships between these two elements.

The key communications challenges are awareness and understanding – helping to make sure that people know what we do overall, that they know about our specific activities and how they can participate. The engagement challenge is a reflection of our fundamental representative nature – we need to know what students need and how we can deliver but, more than this, the active involvement of students in the range of work that we do is essential to our ethos. We therefore need to continue to engage the student population as active participants in what we do.

We have already made progress with, for example, investment in a communications team, the launch of our new website and enhanced social media activity but are in no doubt about the scale of the communications and engagement challenge that remains. In part, this will be about overcoming the “noise” created through the sheer volume of communications targeted at students through the University.

In addition, however, we recognise that the effectiveness of our communications is influenced by wider communications issues such as our brand identity, and overall messaging approach, and these are areas that we will continue to review as we progress the aims and priorities set out in this strategic plan.



DELIVERING THE STRATEGY CONTINUED



OPERATIONS

As a forward-thinking organisation we will ensure that our **Operations** – the way we work together and with others, and the way we deliver services – continue to be fit for purpose. Changes brought about by the pandemic in relation to working practices and new approaches to service delivery have highlighted the value of flexible and agile working within the organisation, whilst continuing to ensure our key focus and priority is delivering services and activities in ways that most suit students.

Appropriate space within our home, the McIntyre Building, remains a challenge and we will continue to engage constructively with the University to ensure that adequate, fit-for-purpose space can be made available to allow us to deliver services within an appropriate, professional and confidential environment.

The context and issues set out earlier mean that ‘business as usual’ is not a realistic option if we are to fulfil our role to the full. We will need to augment our current student engagement activities through the development of new mechanisms that provide additionality to our current offer and contribute to our three stated strategic aims. We will need to respond to increasing demands on our current services and we will further develop and enhance the opportunities we can provide in areas of civic engagement, student activities and student engagement.

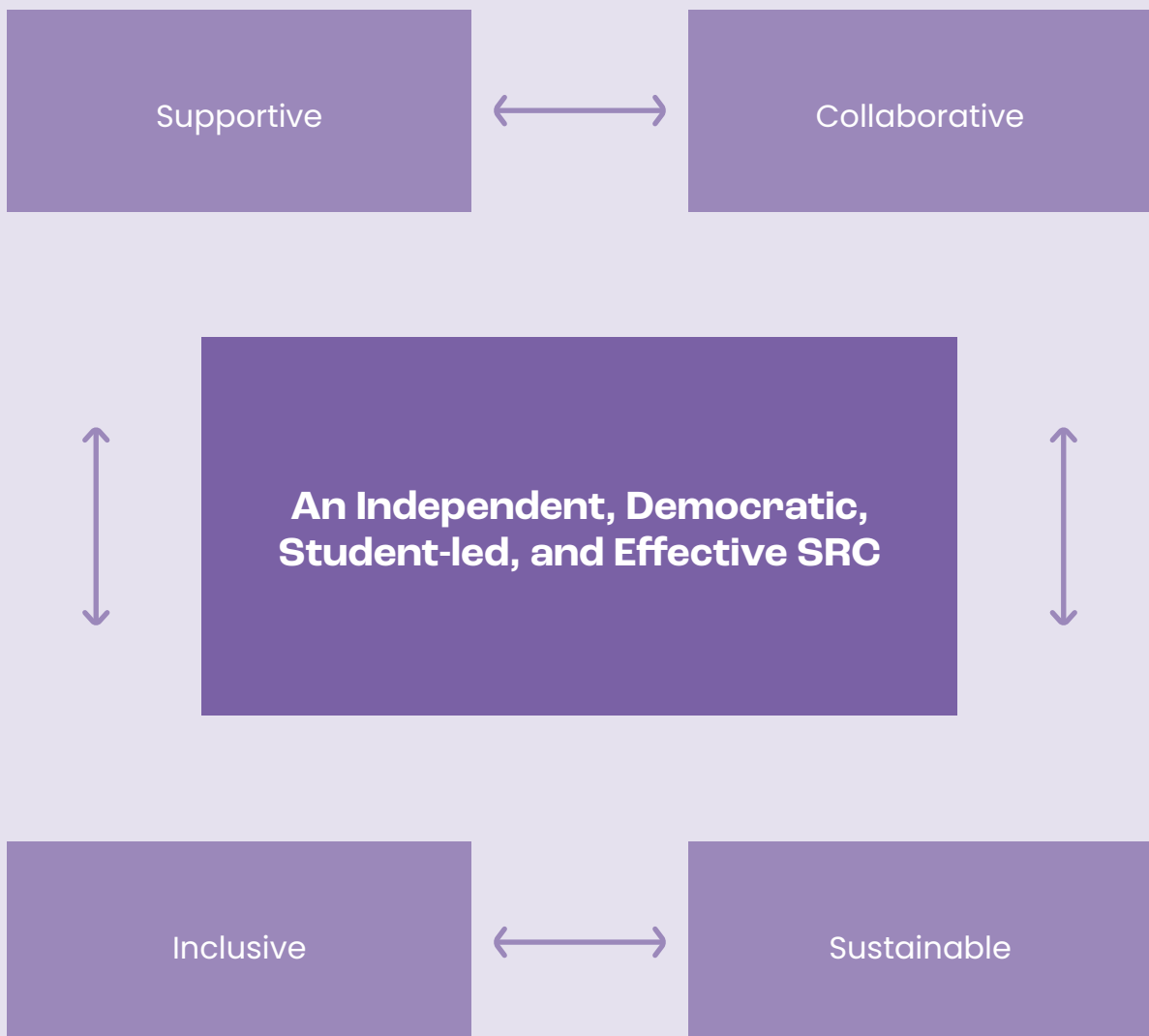
Whilst our student consultees highlighted a clear need for our existing services and potential demand for expansion of our role in the life of the University, future funding decisions will be a significant influencer in the level to which we can meet that demand. The key GUSRC functions and services we deliver, as well as the supporting elements of **People, Communications, Engagement, and Operations**, will realistically require sustained funding from the University. We believe that this should be based on a long-term commitment from the University but with the opportunity to address specific issues as they arise. We will work with the University to build on the constructive working dialogue which has emerged in recent years and work to develop future funding arrangements along these lines. We will continue to report annually on our outcomes and activities as they relate to our stated objectives and we will maintain and further enhance our systems for measuring success across the aims that we have set out in this plan.

We will continue to exploit appropriate opportunities to generate revenue directly from service provision, advertising and sponsorship. However, these revenue generation opportunities are relatively modest and need to be seen in the context of resources expended in order to generate such revenue. That said, in the past, the generation of earned income has provided us with an additional element of financial flexibility.

OUR VALUES

We're committed to living our values through our actions.

In taking forward our strategic plan we believe it is not only important what we do but how we do it – the values we exhibit. We explored this theme in our consultations using as a starting point the values set out in the previous strategic plan: Student-led, Effective, Democratic, Supportive; Socially Responsible. From these discussions, we have prepared the refined statement of GUSRC's values that is illustrated below:



The consultations identified the importance of GUSRC’s independence, its democratic status and it being student-led, but considered that these were intrinsic to the organisation’s character rather than being distinctive values that characterised the organisation. Similarly, the concept of effectiveness was best thought of as being an outcome of what we do.

A value of being “collaborative” emerged from our discussions, this reflecting the principle set out earlier of “collaborate where we can, challenge where we should” and the importance of working alongside others, whilst being clear about the unique and distinctive capabilities that we bring to bear as GUSRC.

Two distinct additional Values concepts arose in our discussions:

- Equality, Diversity and Inclusion.
- Sustainability.

We believe that our statement of values needs to more clearly articulate our commitment to these concepts, which are consistent with the University’s own aspiration to “fight for justice and equality” and “to advance global society”.

All the concepts explored were considered important by students and by the other stakeholders. However, to reflect our belief that our Values statement should be more than “wish list” but a more targeted and measurable set of values against which we can be held accountable. We have therefore adopted the underpinning statement of ‘An independent, democratic, student-led and effective SRC’ with four specific Supporting Values as follows:

SUPPORTIVE	Providing a welcoming environment for all our activities and services, which everyone can feel comfortable in, and which is sensitive to individuals’ specific needs.
COLLABORATIVE	Recognising that we can achieve more by working together for a common purpose with a range of stakeholders, while being clear about the unique and distinctive capabilities we offer as GUSRC.
INCLUSIVE	Ensuring that everyone has an equal opportunity to take part in our activities and to access our services, whilst also acting as a proactive advocate for equality, diversity and inclusion.
SUSTAINABLE	Minimising the extent to which resource use today impacts on future generations and so actively looking to reduce waste and wasteful consumption, whilst also advocating for others to do the same.

We aspire to demonstrate best practice in relation to these Values and to encourage others to do the same. They will be closely embedded in the work that GUSRC does, and we will report on the extent to which we have achieved this within future Annual Reports, drawing on feedback from students and other stakeholders as well as considering specific measures such as participation profiles and our carbon footprint.



UNIVERSITY OF GLASGOW STUDENTS' REPRESENTATIVE COUNCIL

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