

GLASGOW
UNIVERSITY
UNION



**Strategic Plan
2019 - 2022**



Principal's Foreword.



ANTON MUSCATELLI

One of this University's great strengths is our diverse and dynamic student body. We are proud to welcome students from all corners of the world, each with their own ambitions and story to tell. At the centre of this stands the GUU - integral to both the wellbeing of students and further enhancing the student experience.

For 134 years, the Union has offered a range of services to its members and the wider University community. From debating, to club nights; venue hire to supporting affiliated clubs and societies, the GUU has always been at the heart of University life.

What this strategic plan confirms is that the Union is equally committed to looking to the future and further strengthening the role it plays across campus, the West End and City of Glasgow at large.

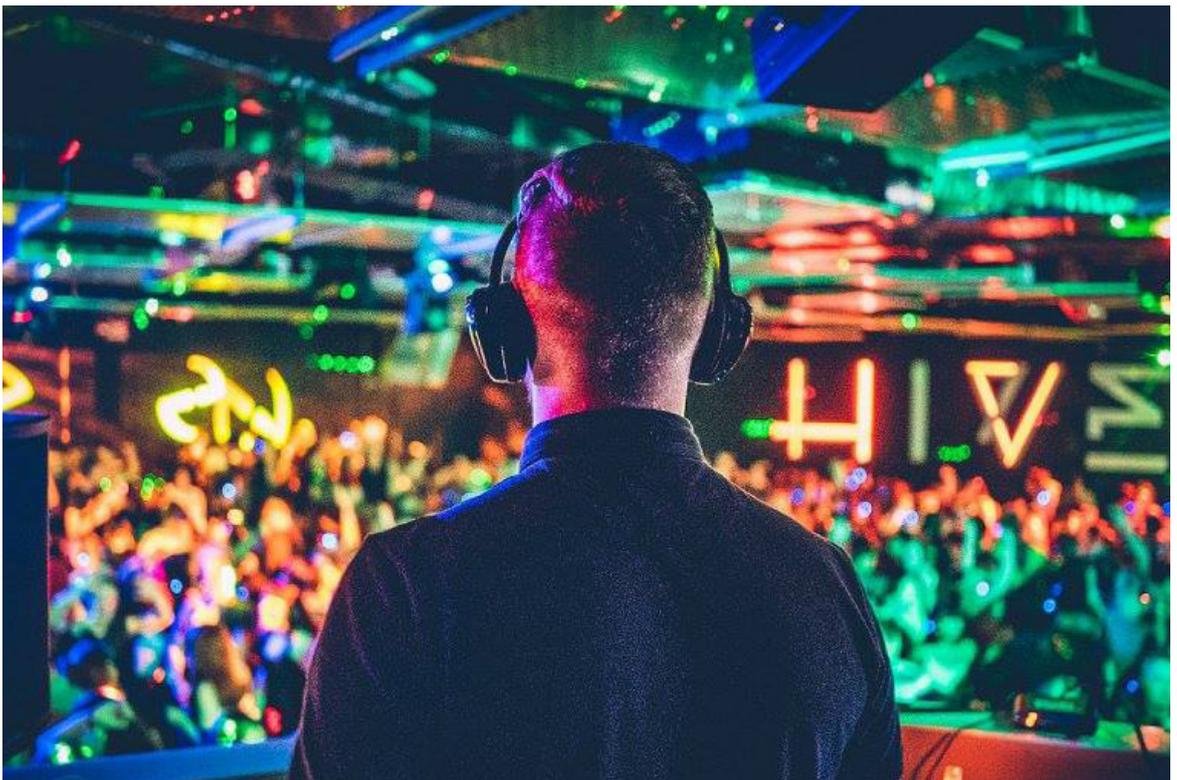
From ensuring the safety and welfare of students, to enhancing communication strategies and supporting the development of student officers and union staff, this ambitious document outlines a clear vision for how to ensure the GUU continues to evolve to meet the needs and expectations of an ever-changing student body.

In so doing, it pledges to build upon a number of recent achievements – including the successful opening of the new extension, the redevelopment of the Union kitchen, a revised affiliations structure and the continued success of the GUU debating team.

When the Union goes from strength to strength, it boosts the reputation of the University as a whole. The GUU understands this and the vital role it plays in making the University of Glasgow an attractive environment in which to live, learn, work and study.

As we move forward with the campus redevelopment and a new, University-wide Strategic Plan, the GUU will continue to play an important role in all aspects of University life. I wish those associated with the Union every success in bringing this strategy to fruition and would like to congratulate the Board of Management for their assured leadership of the GUU to date.





Contents.

<i>President's Intro</i>	6
<i>Governance</i>	7
<i>Management</i>	9
<i>Review of 2015-2018</i>	12
<i>Mission for 2019-2022</i>	21
<i>Aims & Objectives</i>	22
<i>Plan Overview</i>	32
<i>Acknowledgements</i>	34

President's Intro.



AILS A JONES

President 2018-2019

For over 130 years, Glasgow University Union has been the heart and soul of the social experience of students at the University of Glasgow. To its members it provides entertainment, social events, catering, debating, welfare, publications, libraries and a multitude of other services and opportunities for personal and social development. To the general public we offer venue hire and catering for conferences, weddings and for various clubs that regularly hire our facilities for their meetings.

As an organisation with a dual identity as both a charity and a business, the annually elected Board of Management has an obligation to ensure the successful and sustainable running of the institution and to protect the building, the assets and the membership for the years to come. To this end, the Board of Management has published regular strategic plans outlining the short-to medium-term goals of the Union.

In producing this plan we consulted current and past students, board members, staff and the university. This engagement allowed us to reflect on the GUU's role and purpose from both internal and external perspectives and to construct aims and objectives that we believe will grow and improve the union.

This document outlines our aims for the years 2019 to 2022. It shows an ambition and desire to keep Glasgow University Union at the forefront of university life; engaged with its members and staff. It also aims to ensure that the Union is financially successful and at the front and centre of the student experience at the University of Glasgow.

Governance.

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

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 and Former Student Members serve for two years, with the terms staggered so that only half of the seats are up for election in a given year. Vice-Presidents, as well as the Honorary Treasurer, must have held life membership of the Union for not less than ten years, and Former Student Members must have held it for at least one; this helps to ensure that the student Board members have ready access to advice from non-student members 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. Since the development of the last strategic plan, the Board of Management has conducted a review of senior management arrangements with a view to reducing key person risk and developing the tier of management below the General Manager. This has led to the formalisation of two deputies each responsible for separate areas of operations but liaising closely so that staff are better able to cover any periods of absence.



Governance.



A number of standing committees of the Board of Management exist to enable more focussed discussion and facilitate decision-making in specific areas.

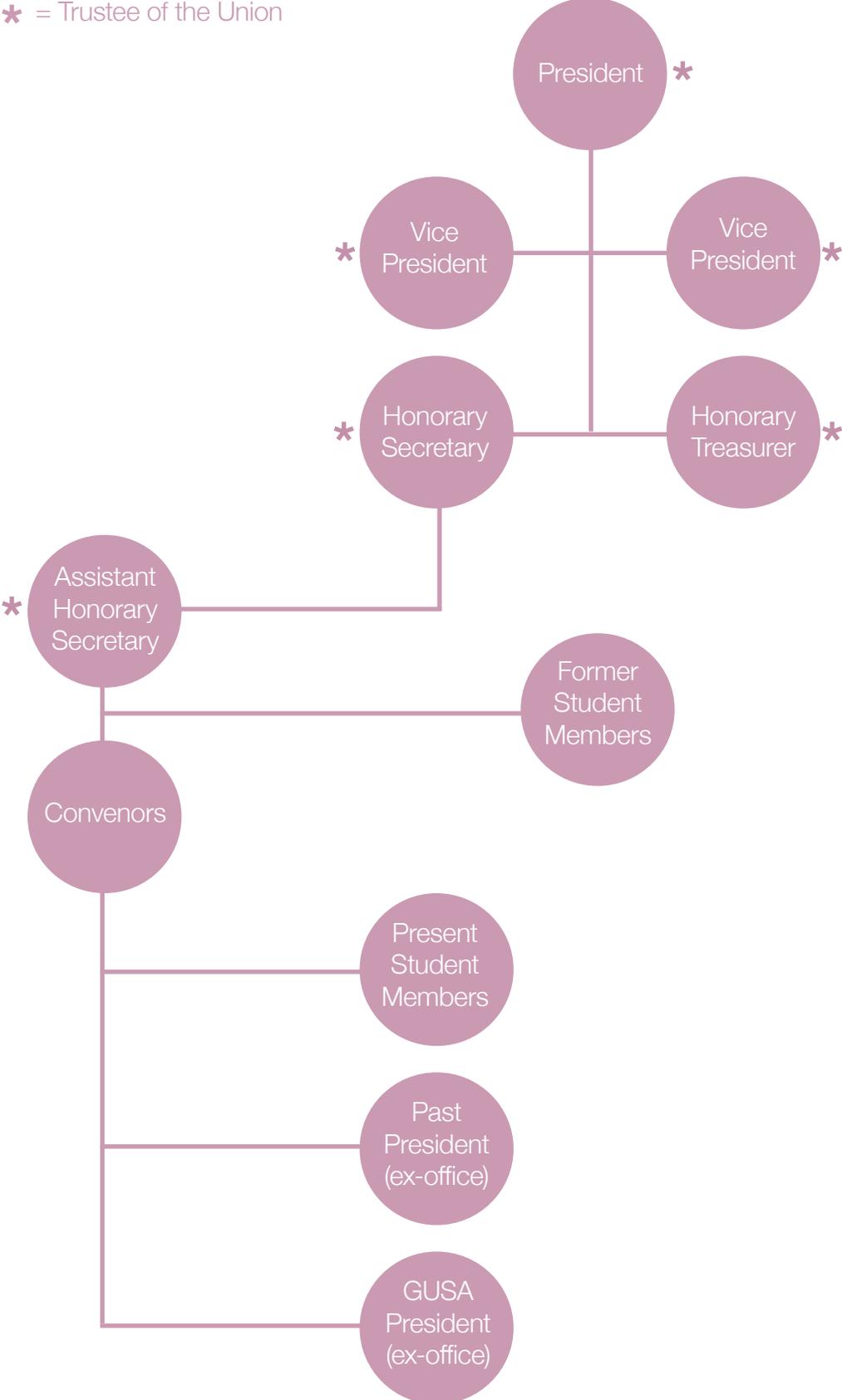
Minutes of all meetings of the Board and its committees are displayed prominently in the Union building and are available to key stakeholders.

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 the 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, a committee is examining the ways in which the Union produces and arranges the marketing of its events and services in order to enhance the process and deliver greater efficiency.

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 not-for-profit operations. The 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.

* = Trustee of the Union



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 or Commercial Manager or Administration 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 Union 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).



Review of 2015-2018.

From 2015 to 2018 the GUU undertook extensive change in both the structure of the building and the services it offers to develop the student experience. One of the most notable changes was the opening of our new extension. After the demolition of our old extension building, the GUU's operations were located solely in the old building from 2013 until 2015. The new extension consists of two nightclub spaces, The Well and The HIVE; a karaoke bar, Base Bar; and a coffee shop, G12. The new extension has proved to be hugely successful, with popular club nights running on Thursday and Saturday nights. G12 has also proven to be popular for studying and daytime socialising.

A second large-scale project undertaken during this period was the redevelopment of the Union Kitchen which opened in September 2017. The new space offers a variety of food options, catering to the different needs of students and staff across campus. As well as the development of The Kitchen, a large, comfortable dining area where members can enjoy their meals has also been constructed. The Kitchen is regarded amongst students and staff as a top choice food outlet. Persistent and structured marketing and promotion campaigns have increased turnover in the kitchen by 18% from 2017/18 to 2018/19. The Kitchen is particularly popular with international students.

As well as offering a more vibrant menu to students, the redevelopment of The Kitchen also enabled a re-design of GUU's functions and catering service. GUU's Functions and Catering service has grown by 17% in the year to June 2019.

As well as physical changes to the building, changes were also made to the GUU's service offering to clubs and societies. In 2018 we introduced sponsorship as an option for clubs, as well as affiliation and association. The revised affiliations structure is designed to allow GUU to offer more support to clubs and societies, encouraging them to socialise here on campus rather than external venues. The scheme has proved successful and our reputation as the leading West End space for Glasgow University clubs and societies has been boosted. We hope the scheme will continue to grow in both number of societies we can offer this service to and in the level of support we can give to clubs and societies. Beyond sponsorship, the relationship with our affiliated clubs has continued to flourish. This has included collaborative club nights and fundraising opportunities such as GULGBTQ+ Society hosting their Colours HIVE, GU Eurovision helping us host the incredibly successful ABBA Night, and GU Charity Fashion Show hosting their Jailbreak Afterparty. Promoting diversity on campus and collaborating with clubs and societies at Glasgow University is at the heart of what we do and supporting societies has been a great way to do this, while increasing members' attendance of HIVE.

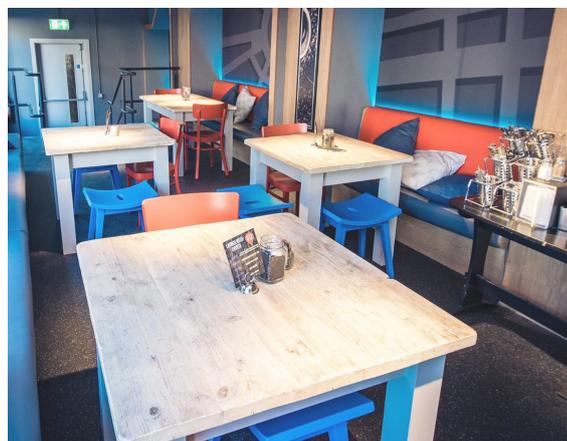
Our support for students also extended beyond club support to individual care and welfare. The period of 2011-14 saw the improvement and implementation of an equality & diversity policy, bullying and harassment policy and complaints procedure as well as updating the constitution and discipline memorandum. During the next three years GUU will build on the improvements that have already been made. In 2015 Board

Review of 2015-2018.

members took part in a campus-wide initiative to create a sexual violence intervention programme that could be used throughout the university. This programme is used to train all of our Board members, committee members and freshers' helpers. Each year we take part in equality and diversity training, the pronoun pledge and we have just begun to train our Board members and staff in mental health first aid.

In the last three years, the GUU has continued its work on developing its members beyond their university studies. GUU Debating has had an invigorating three years of continued success, cementing our status as one of the world's finest debating institutions with our first-ever victory in the European University Debating Championships in 2017: our greatest international success in the last twenty years. We also reached the 2017 World Championship semi-finals and the 2018 World Championship ESL Quarter-finals.

Domestically, we have also performed strongly, winning the John Smith International Mace against Wales, England and Ireland in 2018, winning the Scottish Mace in 2018 and winning a range of domestic intervarsity competitions including the 2017 Manchester IV alongside an array of out-round breaks, top 10 speaker performances and judge breaks across the board.



Strategic Plan 2015-2018.

As outlined in the review of 2015-18, there were many changes made to the fabric of the building and services provided by GUU. The 2015 to 2018 Strategic Plan aimed to guide the Union's transition through this time while also continuing to ensure an unparalleled experience for its members. The next section provides a review of the last plan's aims.

STUDENT EXPERIENCE

OPERATIONAL EXCELLENCE

EFFECTIVE COMMUNICATION



Strategic Plan 2015-2018.

AIM 1

“We will help our members develop usable skills that benefit them during and after their time at university”

SUCCESSFULLY ACHIEVED

During 2015-18 the Union continued to provide events and services to its members that would help them to develop skills beyond what they were learning through their academic curriculum. This can be shown through our committee structures. Through Libraries Committee, students were given the opportunity to develop a magazine from the start all the way to publication. Through this they learn how to write pieces, edit articles, implement design skills and develop knowledge of printing, distribution and online marketing. Our Debates Committee gives our students the opportunity to develop their public speaking, critical thinking and articulation at a world class level. Workshops for complete beginners to senior debaters are run twice weekly with multiple competition debates offered monthly. During the period of 2015-18 the Union won the European Debating Championship and took part in the World Debating Championships, helping our students to become the best and compete against the best debaters in the world.

AIM 2

“We will provide every opportunity for students to become fully involved in, and contribute to, all aspects of the Union”

SUCCESSFULLY ACHIEVED

Our Entertainments and Games Committees work year-round to organise events for other students. This consists of handling budgets, looking after bands and acts that come to the Union and ensuring that our club nights continue to flourish. Members can also join our PR team in which they are tasked with running the PR and marketing for the Union's events. It gives them experience running large-scale social media sites such as our Facebook page which has almost 20,000 members. Our student-led Board of Management is also a vital part of the Union which strives for the development of its students. Within this role, students have to work together to run the Union for a year. The responsibilities range widely from ensuring the welfare of the Union's patrons to



Strategic Plan 2015-2018.

scrutinising budgets to engaging with members. This experience allows students the level of responsibility and independence that they will never have experienced before.

WORKING TOWARDS

Communication with the Board of Management is quick and efficient through social media. However, there are currently no more formal opportunities to engage with the Board. This is something that will be addressed in this plan under Aim 6.

AIM 3

“We will have the best student club in Glasgow”

SUCCESSFULLY ACHIEVED

Following the opening of the new extension, a joint development between GUU and the University, the GUU’s club offering has grown in popularity and reputation. HIVE has a strong and recognisable branding across campus. Thursdays have a loyal following and meet capacity frequently and work on club sponsorship has helped to boost our Saturday nights. The Union has continued to experiment with new and innovative club nights with the intention of further diversifying the range of events on offer at the GUU. This can be seen in events such as GULGBTQ+ HIVE and International Women’s Day HIVE. The last three years have seen us achieve a Gold standard at Best Bar None awards.

WORKING TOWARDS

We actively promote safe socialising through schemes such as sexual violence prevention and ‘Ask Angela’ campaigns and through our allocated ‘safe space’ during club nights. In light of this we believe that we have one of the safest clubspaces in Glasgow. However, it is important continually to work towards new ways in which we can make our clubspace even better for all. This will be discussed in Aim 2.

Strategic Plan 2015-2018.

AIM 4

“We will actively support affiliated clubs and societies in achieving their own aims”

SUCCESSFULLY ACHIEVED

The GUU offers clubs and societies on campus a space to meet, fundraise, host dinners and receive advice and support. Through the new affiliations and sponsorship package, clubs are offered free or subsidised room hire, formal event planning, special affiliate prices on catered events and an opportunity to collaborate with our four committees. The Functions Manager and Assistant Honorary Secretary frequently liaise with clubs to ensure that they are fully supported in facilitating club activities within the building.

Collaborative club nights have been a big focus for the last three years. This has given clubs a platform to promote themselves in collaboration with the GUU and also fundraise for charitable causes.

In updating the affiliations packages every year from the feedback results, we have ensured clubs are still getting the best possible deal by affiliating with us.

WORKING TOWARDS

In order to provide more support to clubs and societies the Union launched an opportunity for clubs to apply for sponsorship. We are continuing to work on this new structure in order to provide the highest level of support possible to affiliated clubs and societies. We also continue to review our affiliation packages annually.



Strategic Plan 2015-2018.

AIM 5

“We will have an empowered and engaged workforce in the right place with the right skills at the right time”

SUCCESSFULLY ACHIEVED

A wide range of staff training is implemented each year and in the last 3 years we have trained staff on IOSH Managing Safely, Food Hygiene Level 3, Belbin testing for all managers, Personal Licence Holder training and first aid. All staff are trained in Health and Safety on starting and given mandatory 2 hours bar training. This year training will include Neobosh National Fire Certificate and IOSH Leading Safely. A dignity at work policy has also been implemented.

WORKING TOWARDS

Training our staff is a continuous process and our new aims build upon our previous success with staff development. This is incorporated in Aim 4.

AIM 6

“We will be seen as a top choice for functions and corporate events in the West End”

SUCCESSFULLY ACHIEVED

Along with the investment in catering facilities and staff we employed additional staff to support for our functions manager. This has helped to ensure we have the resources to create and implement a marketing plan for external functions and attract the best functions possible, particularly focussed on the summer months. Conference facilities on campus account for 28% of our Conference & Events business and have increased by 125% over the last 3 years.

WORKING TOWARDS

We believe that there is much more to be achieved before we can undoubtedly be a top choice for functions within the West End. Although student engagement with our function services is high (339 affiliation booking were made in 2018), we want to build on external hires and bookings. We will therefore be continuing to work on this aim through Aim 5 of our new strategic objectives that seeks to develop further our catering, functions and hospitality services.

Strategic Plan 2015-2018.

AIM 7

“We will have a building that is fit for purpose and use all its assets effectively”

WORKING TOWARDS

The conservation management of our building is one of the most pressing concerns that the Union faces. Trying to maintain our building which is over 120 years old is a constant challenge. In order to maintain the historic building for generations of students to come, we have developed a conservation plan and from this a capital maintenance plan will be enacted. This will not in itself be sufficient to maintain and fix the fabric of the building. We have sought the support of the University, through its Estates team, to work with us in ensuring the building is fit for purpose and we are pleased to say they are committed to supporting us on this.

AIM 8

“We will establish our catering option as a popular choice for students and staff on campus, increasing numbers who use the services by 50%”

SUCCESSFULLY ACHIEVED

Through the kitchen redevelopment we invested in resources to increase quality, variety and uptake of the products on offer in GUU’s catering facilities. Through this we have vastly increased customer base.

We have also continuously invested in the broader fabric of the building, including the catering redevelopment and infrastructure in Base Bar, the Beer Bar and Snooker Hall.

WORKING TOWARDS

As the kitchen redevelopment was in progress for the majority of the last strategic plan period we were not able to conduct regular catering surveys to engage with customers. However, we have addressed this through Aim 6.



Strategic Plan 2015-2018.

AIM 9

“We will strengthen our marketing to effectively engage with every student on campus and all our life members”

SUCCESSFULLY ACHIEVED

The GUU's has worked to improve its social media platforms and marketing. This has been done by redeveloping areas of the website and by using analytics to understand how to increase engagement. However, we believe that there is still a lot of work to be done in this area and one of the main focuses of this plan will be to continue to improve our online presence.

WORKING TOWARDS

With marketing become more and more online-based the Union will be looking for new ways to engage with students and life members. This will be seen in Aims 8, 9 and 10.

AIM 10

“We will work with our members, their guests and other key stakeholders to champion equality and diversity both within the Union and across the wider campus”

SUCCESSFULLY ACHIEVED

The GUU actively works to support diversity on campus, working closely with the other student bodies to ensure the University of Glasgow continues to be progressive in the field of equality and diversity excellence. This can be shown through our collaboration in mental health first aid training, the pronoun pledge, equality and diversity training and sexual violence prevention scheme and also through wider events such as taking part in International Women's Week, Black History Month, and LGBTQ+ month.

WORKING TOWARDS

Although we believe that the policies and procedures in place at the GUU are of an excellent standard, more work needs to be done regarding members' awareness of policies. We plan to enhance our members' awareness through Aim 7.

Mission for 2019-2022.

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 134th 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 personal skills outwith purely academic contexts.

In gathering research for this plan, we held focus groups with the Board of Management, asked members to participate in surveys and liaised with staff, former members and the university. When collating data we decided that the three sections of the previous plan (Student Experience, Operational Excellence and Effective Communication) were still vital to the objectives of the Union. These themes are still relevant to students as the university campus undergoes radical change through the redevelopment project and as students expectations vary and change. This plan looks to use infrastructure that is already in place but to enhance and develop it so that all of the Union's resources can be utilised to their fullest, whether that be through digital enablement, life members or welfare provisions.

STUDENT EXPERIENCE

This section will outline the interaction that students will have both with and within the Union. An emphasis of this plan is on the safety and wellbeing of students. We also outline how we can improve members' experience both while they are still students and also after university.

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.

EFFECTIVE COMMUNICATION

This section focuses on how we plan to communicate effectively with our members. It is important that the Union keeps an open dialogue with its members and is clear and open with its policies. The Union must also move with technological advancements so that it can provide a service that is efficient and accessible.

Aims & Objectives.

WELFARE

AIM 1

“To ensure the safety and wellbeing of all students who come to the Union”

Our primary goal is that all students who come to our building not only have an enjoyable experience, but also feel safe and comfortable. We believe that we offer a friendly and caring environment enhanced by initiatives such as our commitment to sexual violence prevention, suicide prevention and mental health first aid training. However, it is of the utmost importance that we to continue to establish a welcoming environment for everyone.

Operational Objectives:

- To deliver a duty of care to our members that is of the highest quality

STRENGTHEN KNOWLEDGE:

- All staff, Board members, committee members and freshers helpers will have adequate training to be able to deal with a wide range of potential scenarios that could occur within the building
- The Union will collaborate with members to understand their needs and how the Union can help to support them

USE RESOURCES EFFICIENTLY:

- Work collaboratively across the student bodies and with the university to develop campus-wide safety initiatives and to help us deliver our welfare aims
- Engage in the charities and activism campus framework to deliver the most up-to-date and relevant welfare training

COMMUNICATE:

- Information on who to contact on any matters of safety will be made clear to our members alongside our strict zero tolerance policy, whether it be during a club night or during the day

ADAPT:

- Ensure that the Union’s policies are flexible and continue to evolve with the concerns of the students
- Adapt our welfare strategy to meet the needs of our students and based on new training and welfare initiatives
- Develop the ‘Safe Place’ scheme that we currently implement on club nights to ensure that we are providing the best service we can to students who may be in need of extra support

Aims & Objectives.

COMMITTEES

AIM 2

“We will provide events for our members that are entertaining, engaging and help them to develop as students”

Our Committees (Debates, Games, Libraries and Entertainments) offer a variety of events that are unique to the University of Glasgow. The committees will seek to engage with as many students as possible, increasing our overall membership while also offering them an alternative to traditional extra-curricular activities.

Operational Objectives:

- Increase the variety of events held by the committees to appeal to a wider range of students on campus
- Improve the promotion of events, utilising all social media platforms as well as traditional methods of advertising
- Use feedback from our members to direct committees activities
- Use *Groundings* undergraduate academic journal as an opportunity for our members to gain valuable academic experience
- Continue to work with societies to provide events that reflect initiatives across campus, providing events that help to showcase societies and give members enriching experiences



Aims & Objectives.

LIFE MEMBERSHIP

AIM 3

“We will increase our interaction with life members and strengthen the relationship with FoGUU”

FoGUU (Friends of Glasgow University Union) is a charity that aims to support the financial wellbeing of Glasgow University Union. GUU has a large and active network of life members spread around the globe. Members who have graduated and who meet the criteria can take life membership of the Union and maintain their connection with GUU after being a matriculated student. This membership includes full rights of access to the Union and events and voting rights in elections.

Operational Objectives:

- To increase the percentage of graduates taking life membership by developing targeted campaigns. The period 2015-2018 achieved 86 life members. We plan to at least double the applications over the next 3 years.
- GUU will raise its level of interaction with life members by regular email updates about the Union and by hosting annual/biennial life member nights.
- The Union will implement a framework to work with FoGUU to continue to generate life-changing experiences for student members; and to reach out to alumni to help protect the Union’s legacy.



Aims & Objectives.

STAFF

AIM 4

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

The staff at the GUU are the backbone of the services we offer. It is of the utmost importance that we look after our workforce and ensure that they are given the support, training and opportunities that they need.

Operational Objectives:

SUPPORT:

- We will create a workplace where wellbeing of staff is of utmost importance
- We will be an open and inclusive institution that gives our staff the opportunity to succeed
- We will work with staff to achieve goals that they wish to meet in their career development

TRAINING:

- We will invest in the development of our management staff so that they are able to deliver high quality leadership and management
- We will provide all of our staff with training that will develop both their individual and collective performance
- We will go beyond the standard staff training to create a diverse training diet that ensures our staff can deal with a multitude of situations and meet a variety of students needs

HUMAN RESOURCES:

- Develop our HR resources to provide an excellent service through close partnerships with managers, staff and the Board of Management
- Encourage the highest standards of integrity and professional conduct in our approach to staff members



Aims & Objectives.

CATERING, FUNCTIONS AND HOSPITALITY

AIM 5

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

Benefiting from the history and grandeur of our historic building, we aim to provide a superior standard of contemporary services, catering to a wide range of clients on and off campus with the goal of becoming the top choice for conference events in the West End of Glasgow.

Operational Objectives:

- To forge closer links with the university through our hospitality services to become a top choice for functions, conferences and events on campus
- Create a focussed functions and events marketing strategy that will increase business from both on and off campus
- To achieve the Hospitality Assured standard
- To develop and implement an estates and infrastructure strategy aligned to our ambition to grow our functions and catering offering



Aims & Objectives.

AWARENESS OF POLICIES

AIM 6

“We will increase our members’ awareness of the policies that we implement within the union”

The GUU has 5 main practices 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

One of the main duties we have to our membership is to provide direct and effective communication. This has to be two-fold: first, through ensuring people are aware of our policies so that they always feel safe and protected within our building, but also being able to engage with the student body productively. GUU’s student survey highlighted that many members were still unaware of policies, and there was great variation in the members’ knowledge of procedures.

Operational Objectives:

- Ensure that the membership is aware of our policies and procedures through engagement and marketing
- Actively promote the equality and diversity values included in the policies and procedures, while educating the membership of what is expected from them
- Ensure that the current equality and diversity training is continued, as well extending this to affiliated societies
- To keep current training and policies up to date
- Ensure the GUU continues transparently and coherently to investigate any complaints or negative feedback and ensure that active measures are taken to maintain standards

Aims & Objectives.

FEEDBACK

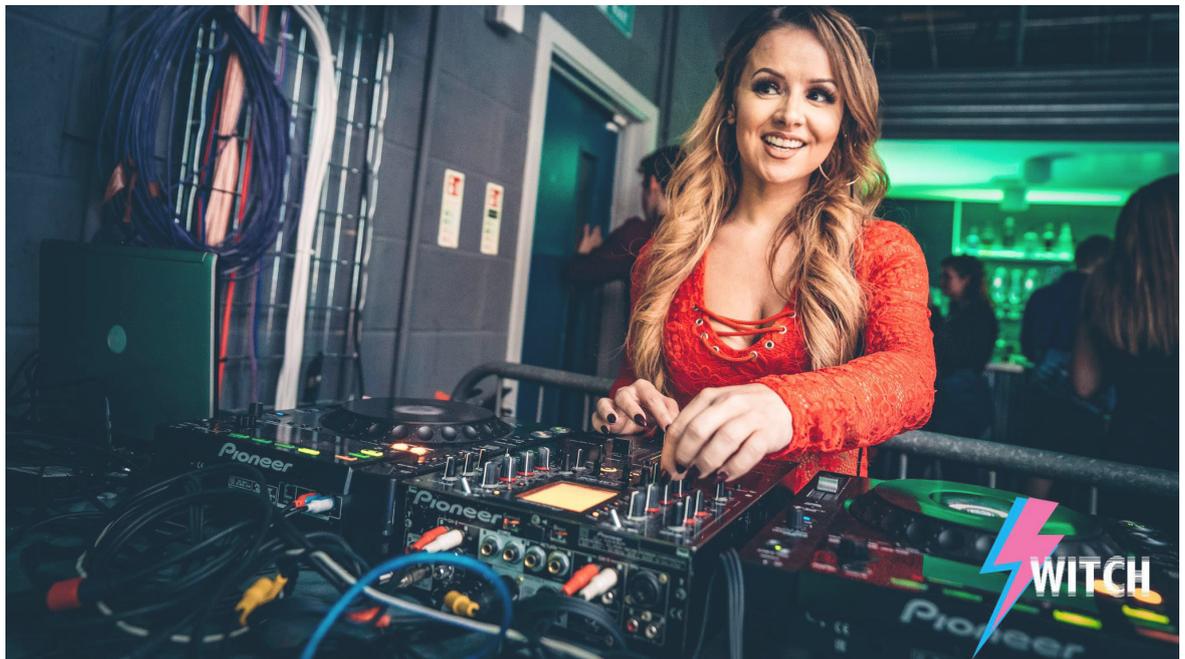
AIM 7

“We will ensure that there is a means to receive feedback from our members and have an accessible continuous feedback platform”

The GUU seeks to ensure that the student experience is an enriching and collaborative experience. To make sure that we are able to provide an excellent experience we need to listen to our members. Currently we receive feedback through the messages that we receive on Facebook, however, we believe that we should have a system that is solely used for feedback and not one that is also used for general enquiries.

Operational Objectives:

- We will use the voice of the membership to shape the direction of the Union’s activities
- We will create more accessible platforms and opportunities for members to feedback to the union



Aims & Objectives.

TECHNOLOGY

AIM 8

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

The GUU currently has multiple social media accounts and relies on digital technology for day-to-day operational activities. However, the GUU understands the importance of fully using digital solutions that are available. Therefore, we aim to use technology to improve both performance and reach.

Operational Objectives:

- Make membership more digitally enabled and therefore engagement with the membership more seamless
- Implement new digital organisation to the GUU workforce and Board of Management
- Ensure that the Union’s structure continuously seeks new ways to adopt digital culture
- Utilise digital channels to help expand the different services of the GUU and add value for customers



Aims & Objectives.

SOCIAL MEDIA

AIM 9

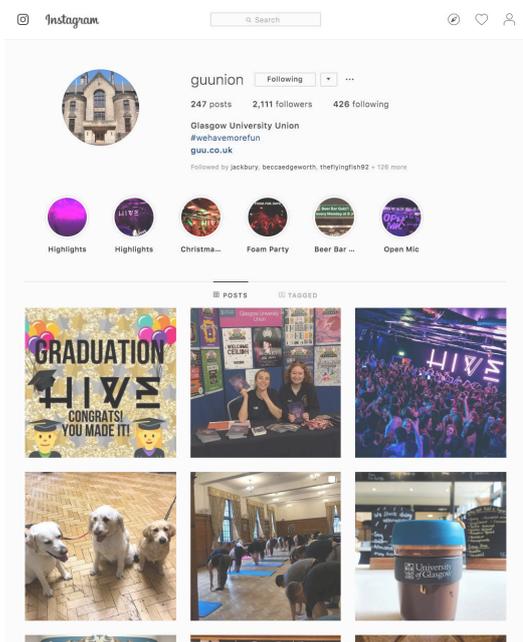
“We will create a branding for the Union and assist in developing the PR and marketing team.”

As interactions between GUU and our members become more and more online-based it is important to keep a professional online identity and to have an effective PR strategy. Keeping members informed about facilities and activities in the building ensures that our services can be fully used.

Operational Objectives:

AWARENESS:

- Invest in improving the PR and marketing team and ensure that they have the skill sets and tools necessary to succeed
- Create a branding for the Union that clearly represents its aims and activities and is instantly recognisable
- Ensure that our Board members and staff are sufficiently trained in social media activity and online engagement
- Review our model for marketing and branded PR to ensure that we have a structure that will succeed
- Create platform-specific features to increase engagement





Plan Overview.



MISSION	THEME	KEY PROJECTS
Student Experience	Welfare	Provide up to date welfare training
		Work collaboratively with student bodies and charities
		Ensure that policies are flexible
		Develop the 'Safe Place' scheme
	Committees	Increase the variety of events held
		Use feedback from our members
		Develop and promote involvement in <i>Groundings</i>
		Work with societies on new events
	Life Membership	Develop targeted life membership campaigns
		Host annual life member nights and begin regular email updates about the Union
Implement framework to work with FoGUU		
Operational Excellence	Staff	Work with staff to achieve their goals
		Be an open and inclusive workplace
		Invest in the development of management staff
		Go beyond the standard of staff training
		Develop HR resources
	Catering, functions and Hospitality	Forge closer links with the University through our hospitality services
		Create a focussed Functions and Events marketing strategy
		Achieve the Hospitality Assured Standard
		Develop and implement an estates and infrastructure strategy
	Effective Communication	Awareness of policies
Transparently and coherently to investigate complaints or negative feedback		
Feedback		Create more accessible platforms of feedback
Technology		Make membership more digitally enabled
		Implement new digital organisation to the GUU
		Seek new ways to adopt digital culture
Social Media		Invest in improving the PR and marketing team
		Create a branding for the Union
		Review model for marketing and branded PR

Plan Overview.

TARGETS
Have staff, board, committee and freshers helpers trained to provide support
Develop campus-wide safety initiatives
Adapt to meet the needs of our students
Provide the best service to students in need of extra support
Appeal to a wider range of students on campus
Host activities that have been requested by members
Provide an opportunity to gain valuable academic experience
Host events that reflect initiatives across campus and showcase societies
Increase the percentage of graduates taking life membership
Raise level of interaction with Life Members
Reach out to alumni to help protect the Union's legacy
Further staffs' career development and job satisfaction
Give our staff the opportunity to succeed
Management will be able to deliver high quality leadership
Ensure staff can meet a variety of students needs
Encourage the highest standards of integrity and professional conduct in our approach to staff
Become a top choice for functions, conferences and events on campus
Increase business from both on and off campus
Achieve world-class processes and customer service standards
Grow our functions and catering offerings
Educate the membership in what is expected of them
Ensure high standards are maintained
Allow members to shape the direction of the Union's activities
Engagement with the membership is more seamless
Improve the Union's functionality
Add value for customers
PR and marketing have the skills and tools necessary to succeed
The Union's aims and activities and will be instantly recognisable
Have a marketing structure that will succeed



Acknowledgements.

The Board of Management would like to thank the following for their help in production of the Strategic Plan 2019-2022.

CONTRIBUTORS

Professor Anton Muscatelli (Principal)
Ms. Ailsa Jones (President)
Mr. Colin Woods (Honorary Treasurer)
Mr. Gavin Muir (Vice President)
Mr. Rob McMillan (Former Student Member)
Mr. Ryan Christy (Convener of Games)
Ms. Matilda Handley (Present Student Member)
Mr. Magnus Strachan (Present Student Member)

SPECIAL THANKS

Photographs courtesy of Clark James
Designed by Anna Robb
Edited and Produced by Ailsa Jones



www.guu.co.uk