

TRUSTEE BOARD MEETING

The minutes of the Trustee Board meeting held on Monday 17th October 2022 at 6.00pm on Microsoft Teams.

Present:

Laiba Tareen, Sabbatical Trustee (Chair)
Jan Savage, External Trustee (Vice Chair)
Chukwuma Egbujor, Sabbatical Trustee
Jennifer Abali, Sabbatical Trustee
John Mavileth, Sabbatical Trustee
Brian Beck, External Trustee
Isla Tasker, Student Trustee
Miranda Torres, Student Trustee
Christiana Afriyie, Student Trustee

Apologies:

Podge Sheehan, External Trustee
Bridget Eze, Student Trustee

In Attendance:

David Carse, Chief Executive
Sara Maclean, Student Voice Team Leader (Until agenda item 8)
Gordon McTweed, Activities Manager (Until agenda item 8)
Karl Henry, Communications Co-ordinator (Until agenda item 8)
Philip Morton, Clerk

At 6pm the Chair commenced the meeting.

1. Chairs Announcements

The Chair welcomed and thanked the members for their attendance at the first Trustee Board meeting of 2022/23. The Chair welcomed new Trustees and asked for introductions.

The Chair confirmed that this meeting had been moved online due to staff sickness and provided guidance on how the online meeting will take place including using the virtual hand function if members want to ask a question and leaving cameras on unless there are issues with internet connection.

2. Declaration of any Conflicts of Interest

There were no conflicts of interest to be declared.

3. Agenda Change of Order

There were no items to be moved on the agenda.

4. Audited Accounts 2022, Letter of Representation and Management Letter

The Chief Executive presented the Audited Accounts 2022, Letter of Representation and Management Letter. He advised that the external auditors Milne Craig Chartered Accountants had completed the annual audit for the Students' Association Accounts 2021/22. The Trustees had the opportunity to meet with the auditors on Thursday 13th October 2022 for the accounts to be presented and for questions to be asked. The auditors confirmed that the audited accounts met the relevant legislative requirements, that there were no significant control issues or risks to report, the Students' Association remains a going concern for 2022/23 and that it was a clean unqualified audit report. This resulted in no new recommendations within the Management Letter.

The total income from all sources this year was £726,431. The income is broken down as £669,313 funding from Glasgow Caledonian University and £57,118 from generated income. The total expenditure was £721,844. The expenditure is broken down as £270,154 for Student Activities, £303,995 for Student Engagement and £147,695 for Student Support. The surplus for the year was £4,587. The Chief Executive reminded Trustees that the surplus for 2021 included £17,783 of funding from the Scottish Funding Council that was spent in 2021/22. A total of £186,487 was retained within the reserve accounts.

The Strategic Plan KPI was to increase the General Reserves to £75k. As of 31st July 2021 it was £70,247 and as of 31st July 2022 it was £88,990, an increase of £18,743. It was noted that the approach was to contribute as much as possible to the General Reserves in anticipation for a planned deficit in 2022/23.

The Chair called for a vote to approve the Audited Accounts 2022, Letter of Representation and Management Letter. Vote: For: 9; Against: 0; Abstentions: 0. **The Audited Accounts 2022, Letter of Representation and Management Letter were approved.** The Chair thanked the Finance Manager for a smooth audit.

5. Management Accounts 2021/22

The Chief Executive presented the Management Accounts 2021/22, a paper prepared by the Finance Manager. The Chief Executive explained that these are the same figures as outlined in the audited accounts; however they are presented in the Trustee Board Management Accounts format and against the reforecast budget.

At the end of the financial year, the total income from all sources was £726,431 and the total expenditure was £721,844, showing a surplus of £4,587. The income was broken down as £669,313 funding from Glasgow Caledonian University and £57,118 generated income. The expenditure was broken down as £302,409 for the Representation and Advice Department, £227,012 for the Activities Department, £183,614 for the Membership Support Department and £8,810 for Commercial Costs. The Chief Executive outlined the movement in reserves within the paper and advised that £18,743 was added to the General Reserves.

6. Management Accounts to August 2022

The Chief Executive presented the paper prepared by the Finance Manager that provides a summary of actual costs to the end of August 2022, against the Base Budget 2022/23. At the end of August 2022 there was income of £122,608 and expenditure of £61,701. The Balance Sheet as of 31st August 2022 was included showing the Students' Association Financial position. The Chief Executive explained the commentary within the paper.

7. National Student Survey Results 2022

The Student Voice Team Leader presented the National Student Survey (NSS) 2022 paper. The Students' Association question within the NSS: "The students' union (association or guild) effectively represents students' academic interests". The Students' Association received a 52% satisfaction score, 1.23% above the Scottish sector average and 0.79% behind the UK sector average. As the Scottish sector had a steeper decline than our Students' Association, we have improved three places when compared to other students' associations. The decrease in overall sector performance was noted as being possibly due to COVID pandemic.

The Student Voice Team Leader guided the Board through the results as broken down by demographics and subject area. It was raised that the main focus should be on more communications, service improvements and campaigns on part-time, mature and male students, as well as better representing the interests of students studying in Allied Health and SCEBE. Students not feeling adequately represented during the coronavirus pandemic came through as a theme in the discussions. It was noted there may have been specific challenges for mature students with hybrid learning and technological changes and that there was no Mature Students' Officer during 2021/22. The Student Voice Team Leader also highlighted analysis on the GCU Overall Results. It was raised that sharing best practice and collaboration with other associations in Scotland could be helpful to improve scores. It was also confirmed that the paper would be presented at the next meeting of Student Voice.

8. Trimester B Report 2021/22

The Board were presented with the Trimester B Report 2021/22 by the Chief Executive, Activities Manager and Student Voice Team Leader.

The Activities Manager gave an overview of the work of the Activities Department, highlighting that there were many in-person activities compared to Trimester A 2021/22. There were 819 Sports Club Memberships, close to the normal average of 900 and explained that the Brazilian Jiu Jitsu Club had restarted. There were also a number of large in-person events such as The Glasgow Taxi Cup, Cheerleading Showcase and the Sports Ball.

Societies had 2,667 memberships and 59 societies and the membership was comparable to 2018/19. There were larger in-person events such as the Nursing Society hosting a ball with over 200 people in attendance. Student Media had below average involvement with 58 students signing up to The EDIT magazine and a slow return for Radio Caley with 11 shows. The Student Leaders Programme took place online for the second year with 103 completions,

above the number of completions in the previous year but lower than the average pre-Covid-19 pandemic.

The Chief Executive presented an update on the Advice Centre. The Advice Centre moved to using Advice Pro, a web-based case management system allow for rich data analysis on how students use the Advice Centre. Quick queries that have been reoccurring include; mitigating circumstances, sexual health products, finance and accommodation. The current accommodation crisis is an issue that has been more prevalent this year and is predicted to increase. GCU and Strathclyde University merged with Glasgow University with Nightline which piloted last year, the governance and how this will operate is being formalised. The Advice centre secured funding from the National Lottery Community Fund for suicide prevention and emotional resilience workshops. Although engagement on wellbeing events has lowered due to 'Zoom fatigue' as well as the University wellbeing programme overlapping with our own, these learnings have helped the Students' Association shape its strategy moving forward when it comes to proactive mental and wellbeing initiatives. Jan Savage asked in terms of Advice Centre cases, if the increased case numbers meant that more students are facing challenges or if there is more awareness of the Advice Centre. The Chief Executive pointed out that the Mitigating Circumstances policy had been reinstated and there had been an increase in academic representation for student complaints from students impacted by the Coronavirus pandemic and conduct issues (ie plagiarism) with online assessments.

The Chief Executive explained that the Full Time Officer Engagement Plan had been challenging, especially as lectures continued to be online and there being a low footfall on campus. However, the Full Time Officers had been strong on external campaigning.

The Student Voice Team Leader highlighted that 116 students had joined the Representation Networks, 101 had joined the Liberation Networks and 33 had joined the Ethical and Environmental Network. The Students' Association continues to maintain the Green Impact Student Unions accreditation. The Student Voice Team Leader said there were 460 registered Class Reps with 371 trained Class Reps. Recruitment of the other academic reps had gone well, as had engagement with S.A.G.E. The Teaching Awards received 644 nominations for 220 GCU staff by 355 students. The Student Voice Team Leader outlined examples of Ideas and Motions discussed by Student Voice. The Board discussion highlighted the challenges of students voting in the Full Time Officer Elections 2022 and that students potentially felt there was inadequate representation during the Coronavirus pandemic as demonstrated by the NSS and our internal survey.

9. Annual Student Survey 2022

The Chair explained that the Annual Student Survey 2022 paper has been delayed until the December Board.

10. Staff Engagement Survey 2022

The Students' Association participates in the NUS Staff Engagement every two years, this is facilitated by Agenda Consulting who were responsible for providing results, reports and

comparisons. The Chief Executive presented the Staff Engagement Survey 2022 paper. The Chief Executive highlighted that there was a response rate of 85%.

The Key Performance Indicator (KPI) for the Strategic Plan 2025 was the Wellbeing Section score. The KPI target was 78% and the score was 83%.

11. Strategic Plan 2025 – Year 1 Update

The Chief Executive presented the Key Performance Indicators (KPI) for Year 1 of the Strategic Plan 2025. The Chief Executive explained that the Students' Association have been developing their reporting structure and this report provides a draft of the proposed structure.

In terms of the RAG status, the Board were asked to consider whether to use the RAG status of within 10% of the target consistently across all KPIs for an amber rating or to follow the GCU approach of within 10% target for achievable (which they call committed) and within 25% of target for stretch KPIs. Whilst it was felt that retaining the 10% of target would be reasonable, it was agreed for the purposes of consistency to adopt the same approach as the University. The Board discussed whether any of the targets should be updated to reflect currently internal and external challenges. It was however felt that consideration should be given to whether KPIs should be made stretch rather than achievable, for example Student Leaders Programme completion. It was not felt at this time that any targets themselves should be changed and that we should continue to be ambitious.

The Chief Executive explained that work was ongoing to ensure the robustness of reporting and ensuring the correct baseline statistics were being used and explained the breakdown to the areas involved in the Volunteering in Student Groups KPIs. The Chief Executive advised that the report would be finalised and updated for the Board. The Board felt there had huge progression on the development of the KPI reporting.

The Communications Co-ordinator presented the supplementary KPI reporting for the Communications Strategy, including on social media engagement, direct messaging, all student email open rate and website page views. The Communications Co-ordinator explained the shift in social media use with the decline in Facebook, increased use of Instagram and the targeted academic content approach in the use of Twitter, in addition to changing social media algorithms which does not prioritise commercial posting or promotions unless they are paid for. He outlined that the impact he felt Coronavirus pandemic had on social media engagement and his Instagram-first approach that had the ability to share content across multiple platforms such as Tik Tok and Facebook. The Board expressed concern to be careful not to dismiss those that still use Facebook, particularly in terms of mature students who have felt a decline in engagement with the Students' Association. The Communications Co-ordinator commented that it is not necessarily that students are not seeing any of our posts on Facebook, but rather not engaging with the content.

Direct messaging through social media, particularly facebook messenger has increased, a trend that is expected to continue. Students are ultimately choosing their preferred method of contacting and engaging with the Students' Association, which for the most part is through direct messaging rather than email or website. It's been proposed that a chat-bot is

introduced to our direct messaging to allow students access to signposting during out of office hours, as well as freeing up time for the most frequent and easy to answer questions, however there will also remain an option to speak to the Welcome Desk directly. This would further allow greater data analysis on the queries received and give us a greater understanding of where our focus and campaigning should lie. There was appetite from the Board to consider developing a chat-bot if there was budget available. The Communications Co-ordinator explained that the costings would be developed for the Chief Executive and that there was the potential free trials to pilot the proposed approach. **Action: Communications Co-ordinator.**

Website engagement increased over 2021/22 largely due to the hybrid nature of learning, and Test and Protect requirements for events. It was said that this would likely revert back to previous levels of engagement. The greatest issue with the website is that it is not mobile friendly due to the number of functions that are provided. The open rate for emails are in-line with the industry standards. It was mentioned that this could be increased significantly using a liquid variable within subject lines. However, it was noted that this was not current an option with our website provider.

The Board thanked the Communications Co-ordinator for his comprehensive report and welcomed this additional KPI commentary.

12. Chief Executive Report

The Chief Executive highlighted that there have been staff changes for the Societies Co-ordinator, Receptionist and Student Engagement Co-ordinator roles and that maternity cover had been arranged for the Finance Manager.

The Chief Executive explained that the Students' Association have been bold in submitting an external grant application for a £130,000 annually for three years from the Glasgow Communities Fund. The Chief Executive outlined that whilst he did not expect the bid to be successful, there was learning within the process to take forward for future bids. The Board commended this ambitious approach.

It was noted that the Student Voice Team Leader submitted to 16 Days of Activism for a bid of £500 and received a grant of £1,500.

13. Minutes of the Meeting of Trustee Board on Monday 16th May 2022

The Chair called for a vote to approve the Minutes of the Meeting of Trustee Board on Monday 16th May 2022. The Chair advised those who were present at the meeting to only vote. Vote: For: 2; Against: 0; Abstentions: 0. **The Minutes of the Meeting of Trustee Board on Monday 16th May 2022 were approved.**

14. Matters Arising

The Chair highlighted the progress made within matters arising within the paper.

15. Executive Committee Report

The Board noted the Executive Committee Report.

16. Base Budget 2022/23

The Board noted the Base Budget 2022/23.

17. Risk Register

The Board noted the latest Risk Register.

18. Register of Interests

The Board noted the Register of Interests.

19. Any Other Business

Jan Savage raised the current student accommodation crisis in Glasgow and the problems that students are facing and asked how GCU are responding. The Chair replied that GCU has booked youth hostel rooms for incoming students struggling with accommodation between October and December. The University have also provided a support email address and workshops for students seeking accommodation.

The meeting ended at 8.21pm.

Private and Confidential

EXTRAORDINARY TRUSTEE BOARD MEETING

The minutes of the Extraordinary Trustee Board meeting held on Wednesday 30th November 2022 at 12.00pm on Microsoft Teams.

Present:

Laiba Tareen, Sabbatical Trustee (Chair)
Jan Savage, External Trustee (Vice Chair)
Chukwuma Egbujor, Sabbatical Trustee
Jennifer Abali, Sabbatical Trustee
John Mavileth, Sabbatical Trustee (arrived 12.10pm)
Podge Sheehan, External Trustee
Bridget Eze, Student Trustee
Christiana Afriyie, Student Trustee

Apologies:

Brian Beck, External Trustee
Isla Tasker, Student Trustee
Miranda Torres, Student Trustee

In Attendance:

David Carse, Chief Executive
Philip Morton, Clerk

At 12:00pm the Chair commenced the meeting.

1. Chairs Announcements

The Chair welcomed and thanked the members for their attendance at the Extraordinary Trustee Board meeting on 30th November 2022.

2. Declaration of any Conflicts of Interest

Item	Individuals with Conflicts of Interests	Manage Conflict
5. One-Off Non-Consolidated Recognition Payment	Laiba Tareen, Chukwuma Egbujor, Jennifer Abali and John Mavileth.	The Sabbatical Trustees who are the elected Full Time Officers have a conflict of interest as they are employees. It was agreed that Laiba Tareen would provide a factual update on her discussions with the University but not participate in the vote. It was agreed that the other Sabbatical Trustees would neither participate in the discussion or the vote.

3. Agenda Change of Order

There were no items to be moved on the agenda.

4. One-Off Non-Consolidated Recognition Payment

The Chief Executive presented a paper on a One-Off Non-Consolidated Recognition Payment.

The Chair called for a vote to approve the One-Off Non-Consolidated Recognition Payment subject to certain conditions being met. The Sabbatical Trustees would not participate in the vote due to their Conflict of Interests. Vote: For: 4; Against: 0; Abstentions: 0. **The One-Off Non-Consolidated Recognition Payment was approved.**

The meeting ended at 12.30pm.

TRUSTEE BOARD MEETING

The minutes of the Trustee Board meeting held on Monday 12th December 2022 at 5.00pm. This hybrid meeting took place in NH209 and on Microsoft Teams.

Present:

Laiba Tareen, Sabbatical Trustee (Chair)
Jan Savage, External Trustee (Vice Chair)
Chukwuma Egbujor, Sabbatical Trustee
Jennifer Abali, Sabbatical Trustee
John Mavileth, Sabbatical Trustee
Brian Beck, External Trustee
Bridget Eze, Student Trustee
Isla Tasker, Student Trustee
Miranda Torres, Student Trustee
Christiana Opoku Afriyie, Student Trustee

Apologies:

Podge Sheehan, External Trustee

In Attendance:

David Carse, Chief Executive
Gordon McTweed, Activities Manager
Philip Morton, Clerk

At 5pm the Chair commenced the meeting.

1. Chairs Announcements

The Chair welcomed and thanked the Trustees for their attendance at the second Board meeting of 2022/23.

The Chair explained that this was the first hybrid meeting for the Board, so asked Trustees for their patience as best practice for the running of the meeting is established.

The Chair invited Trustees for festive drinks in the Re:Union Bar after the meeting.

2. Declaration of any Conflicts of Interest

Item	Individuals with Conflicts of Interests	Manage Conflict
10. Chief Executive Report (Visa Costs)	Laiba Tareen, Chukwuma Egbujor, Jennifer Abali and John Mavileth.	The Sabbatical Trustees who are the elected Full Time Officers have a conflict of interest in discussing VISA costs as they are employees and have the potential to be candidates in the Full Time Officer Elections 2023. It was agreed that the Sabbatical

		Trustees would neither participate in the discussion or the decision on VISA costs.
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Jan Savage advised the Board she had accepted a new job as Executive Director of the Scottish Human Rights Commission. [Clerk's Note: The Register of Interests has been updated.]

3. **Agenda Change of Order**

There were no items to be moved on the agenda.

4. **Communications Strategy: Key Messages**

The Chair advised that due to staff absence that the Key Messages within the Communications Strategy would be added to the next Board agenda.

5. **Management Accounts to October 2022**

The Chief Executive presented the Management Accounts to October 2022. This paper was a summary of actual costs to the end of October 2022, against the Base Budget 2022/23. At the end of October 2022 there was income of £280,240 and expenditure of £203,629. The Balance Sheet as of 31st October 2022 was included showing the Students' Association Financial position. The Chief Executive explained the commentary within the paper.

6. **Freshers Report 2022**

The Activities Manager presented a review and analysis of Freshers Week 2022 events and activities, demonstrating an impactful and effective programme. The report shows a highly collaborative approach from Full Time Officers, student volunteers and staff. A full return to pre pandemic in person events resulted in a lively and exciting Freshers fair and market over two days. One thousand two hundred and seventy-four students attended fifty-five come and try or taster events. One thousand and twenty-seven students from sixty-six programmes attended thirty-eight induction workshops. There were two challenges in the lead up to Freshers Week 2022, the first being the Queen's Funeral (resulting in a period of 10 days national mourning and unplanned Bank Holiday) that resulting in Freshers Week starting a day later than originally plan and having a knock on impact for other activities. The second issue was that the University had problems with student registration on the Student Portal, this and a delay to being provided with new student data had an impact on providing student communications on Freshers Week 2022. A video was shown demonstrating the vibrancy of on-campus activities during Freshers week at GCU.

Recommendations for the future include streamlining the process for stall bookings, improving consultation with students and creating a strategy to increase the number and diversity of society taster sessions.

The Activities Manager commended the staff and Full Time Officers for their hard work and students who ran a wide variety of activities. Isla Tasker added that from a student perspective, Freshers week was a great success and knowing that new staff members were

involved shows the great level of staff training that the Students' Association provides. Jan Savage added that the high quality and level of engagement shows the power of the ongoing strategy implemented and the development of communications.

7. Annual Survey Report 2022

The Annual Survey was carried out between 14th March and 29th April 2022, with 355 responses, 315 from Glasgow, 25 from London and 5 Distance Learning students. The questions within the Annual Survey were reviewed during the development of the Strategic Plan 2025. There are seven questions within the Annual Survey that are Key Performance Indicators (KPIs) within Strategic Plan 2025.

The Chief Executive presented the high level findings from the Annual Survey 2022 paper. A table was produced within the report showing the comparison against 2021. Areas such as communications and academic representation had scored lower, which could relate to the how the Students' Association and academic reps had represented students or communicated with students on the positive impact that the Students' Association had made during the Coronavirus pandemic and on the phased return to on campus learning and teaching. It was noted that with the introduction and continued use of online learning during the pandemic, that the student experience will have changed and it will take a few years to settle on a new normal. It was noted that students increasing knew that the Students' Association operated an Advice Centre, with students aware of how to access its services.

It was noted that the Annual Survey 2023 will open on Monday 6th March 2023 and students would be directed to the survey after they have voted in the Full Time Officer Elections 2023. It is hoped that this would improve the survey response rate.

8. Student Voice Update

The Chief Executive presented a paper with a review of the first meeting of Student Voice 2022/23.

The Chief Executive advised that the second Student Voice meeting had taken place and the Research in Psychedelic Medicine Society had been approved for affiliation.

9. Strategic Plan 2025 – Year 1 Update

The Chief Executive introduced the Year 1 Report that outlined the progress made towards the Key Performance Indicators (KPIs) within the Strategic Plan 2025. The Chief Executive advised that the % completing the Student Leaders Programme had been changed from an achievable to a stretch target, the Baseline and Year 1 statistics had been reviewed for accuracy and the R.A.G status had been updated. As agreed at the October 2022 Board that all the targets remain unchanged at this time. The report, along with the Communications and Impact strategic enabler report, will be shared with Student Voice and University Court and to the membership and other stakeholders through the website and all student email.

The Chief Executive explained that especially in the backdrop of the transition from the pandemic there had been good progress with increasing the General Reserves, Green Impact accreditation, numbers involved in volunteering and student groups, staff survey wellbeing score and % of academic reps trained. There had also been good progress with the Annual Survey scores on the Students' Association being welcoming and inclusive, the range of relevant opportunities, events, activities and services, Advice Centre, physical health, mental health and wellbeing, representation, Full Time Officers and Class Reps. The Chief Executive highlighted that election turnout is a particular area that requires attention. It was however noted that low election turnout has been a trend across the wider sector.

Trustees highlighted their praise on the development of the KPI scorecard and Brian Beck praised the linkage of the Strategic plan to the United Nations Sustainable Development Goals and Scottish Government National Performance Framework. It was confirmed that the % academic reps and % volunteers trained included those trained in the previous year. It was felt that this report could be used for deeper discussions with the University about the performance of the Students' Association and linked to resource requirements.

The appendix to the report outlined progress with the Communications and Impact strategic KPIs and covered social media engagement, direct messages engagement, website views and all student email open rate.

The Chief Executive highlighted to the Board that the Give it a Go Programme within Trimester A, funded through the Glasgow Community Mental Health and Wellbeing Fund, had progressed well. The Events Intern was praised for their partnership working with community organisations. The Chief Executive said a report will be brought to a future Board on the Give it a Go Programme.

10. Chief Executive Report

The Chief Executive presented their paper providing an update on significant matters that are not covered elsewhere on the agenda. The Chief Executive highlighted the IT/AV investment in NH208, NH209 and NH008, the scoping of wider capital works and the ongoing challenges with the Bank of Scotland on internet banking access.

11. Minutes of the meeting of Trustee Board on Monday 17th October 2022 and Extraordinary Trustee Board on 30th November 2022.

The Chair called for a vote to approve the Minutes of the Meeting of Trustee Board on Monday 17th October 2022. Vote: For: 7; Against: 0; Abstentions: 0. **The Minutes of the Meeting of Trustee Board on Monday 17th October 2022 were approved.**

The Chair called for a vote to approve the Minutes of the Extraordinary Meeting of Trustee Board on Wednesday 30th November 2022. Vote: For: 6; Against: 0; Abstentions: 0. **The Minutes of the Meeting of Trustee Board on Wednesday 30th November 2022 were approved.**

12. Matters Arising

The Chair highlighted the progress made within matters arising within the paper.

13. Executive Committee Report

The Board noted the Executive Committee Report.

14. Risk Register

The Board noted the Risk Register.

15. Glasgow Community Mental Health and Wellbeing Fund

The Board noted the report on the application for the Glasgow Community Mental Health and Wellbeing Fund.

16. Any Other Business

Jan Savage commented on the positive on-campus activities relating to alleviating the cost of living crisis including the free breakfast by the University for students and staff. The Chief Executive confirmed that this was raised by the Full Time Officers with the GCU Executive Board in October 2022.

The meeting ended at 6.30pm.

Private and Confidential

TRUSTEE BOARD MEETING

The minutes of the Trustee Board meeting held on Monday 27th February 2023 at 5.00pm. This hybrid meeting took place in NH209 and on Microsoft Teams.

Present:

Laiba Tareen, Sabbatical Trustee (Chair)
Jan Savage, External Trustee (Vice Chair)
Chukwuma Egbujor, Sabbatical Trustee
Jennifer Abali, Sabbatical Trustee
Podge Sheehan, External Trustee
Bridget Eze, Student Trustee
Isla Tasker, Student Trustee
Miranda Torres, Student Trustee
Christiana Opoku Afriyie, Student Trustee

Apologies:

John Mavileth, Sabbatical Trustee

Absent:

Brian Beck, External Trustee

In Attendance:

David Carse, Chief Executive
Alistair Robertson, Pro-Vice Chancellor Learning & Teaching (agenda item 4)
Gordon McTweed, Activities Manager (Until agenda item 12)
Kirsty McGregor, Senior Student Adviser (Until agenda item 12)
Sara MacLean, Student Voice Team Leader (Until agenda item 12)
Philip Morton, Clerk

At 5pm the Chair commenced the meeting.

1. Chairs Announcements

The Chair welcomed and thanked the members for their attendance at the third Trustee Board meeting of 2022/23.

2. Declaration of any Conflicts of Interest

Item	Individuals with Conflicts of Interests	Manage Conflict
6. Employee Pay Settlement 2023	Laiba Tareen, Chukwuma Egbujor, Jennifer Abali, John Mavileth	The Sabbatical Trustees are employees and have a conflict of interest in discussing the revised Employee Pay Settlement. It was agreed that the Sabbatical Trustees would neither participate in the discussion or the decision on the revised Employee Pay Settlement 2023.

8. Draft Budget 2023/24 (Full Time Officer Salaries)	Laiba Tareen, Chukwuma Egbujor, Jennifer Abali, John Mavileth	The Sabbatical Trustees are employees and have a conflict of interest in discussing the Draft Budget 2023/24 in relation to the Full Time Officer Salaries. It was agreed that the Sabbatical Trustees would not participate in the discussion on Full Time Officer Salaries within the Draft Budget 2023/24.
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3. Agenda Change of Order

There were no items to be moved on the agenda.

4. Student Partnership Agreement Refresh

The Pro-Vice Chancellor Learning and Teaching presented a paper outlining the background to the development of the refreshed Student Partnership Agreement (SPA), a partnership agreement between the University, Students' Association and students. A Working Group was formed including the Full Time Officers and Chief Executive, Chief Operating Officer, PVC L&T, Head of Student Enquiries, Advice and Events and Senior Quality Officer (Policy and Student Engagement). The Pro-Vice Chancellor Learning and Teaching explained that there had been a series of students and staff consultation sessions in Trimester B 2021/22 and Trimester A 2022/23 to develop the refreshed SPA. Some refinements were made to the language and tone of the SPA following feedback from committees within the University and the Students' Association. The Chair clarified that the refreshed SPA was presented for consultation and would return to Student Voice and Trustee Board for approval.

The Pro-Vice Chancellor Learning and Teaching outlined that the refreshed SPA outlines a set of principles but is not prescriptive in how they are implemented within different parts of the University. It was explained that a website would be constructed to highlight examples of partnership practice across the GCU community, including on both the Glasgow and London campuses.

Podge Sheehan asked what additional resources would be allocated for implementation of the SPA and to bring it to life. Pro-Vice Chancellor Learning and Teaching replied that the resources required would be considered once the SPA had been approved. It was highlighted that there are great examples of partnership already occurring between the university and Students' Association which can continue to grow organically.

Jan Savage asked for clarification that Students' Association employees were included within the definition of community within the SPA, highlighting the contribution that they make within the University to the delivery of partnership activity and the importance of ensuring they feel valued in the same way as other colleagues across the University. The Pro-Vice Chancellor Learning and Teaching confirmed that Students' Association employees were included within the definition and the important role that Students' Association staff play.

At 6.20pm Alastair Robertson left the meeting.

5. Management Accounts to January 2023

The Chief Executive presented the Management Accounts to January 2023, against the Q2 Reforecast 2022/23. At the end of January 2023 there was income of £488,917 and expenditure of £395,738. The deficit at Base Budget was £11,289 and reduced to £10,408 at Q2 Reforecast. The Balance Sheet as of 31st January 2023 was included showing the Students' Association Financial position. The Chief Executive explained the commentary within the paper.

6. Employee Pay Settlement 2023

The Chief Executive presented a paper of the proposed Employee Pay Settlement 2023.

The Chair called for a vote to approve the Employee Pay Settlement 2023. The Sabbatical Trustees did not participate in the vote. Vote: For: 5; Against: 0; Abstentions: 0. **The Employee Pay Settlement was approved.**

At 6.33pm Podge Sheehan left the meeting.

7. Risk Register

The Chief Executive presented the paper and explained that the Risk Register is reviewed quarterly, with the last review in December 2022 and is fully reviewed and discussed annually by the Board.

The Chair called for a vote to approve the Risk Register. Vote: For: 7; Against: 0; Abstentions: 1. **The Risk Register was approved.**

8. Draft Budget 2023/24

The Chief Executive presented the paper with the Draft Budget 2023/24.

The Chair called for a vote to approve the Draft Budget 2023/24. Vote: For: 8; Against: 0; Abstentions: 0. **The Draft Budget 2023/24 was approved.**

9. Communications Strategy: Key Messages

The Activities Manager presented a paper on the approach being undertaken by the Communications Co-ordinator in the development of the Key Messages to be included in the Communications Strategy. The report provided a 'direction of travel' with further work to be undertaken around intrinsic and extrinsic motivations and linking our key messages to our values. Initial consultation has been undertaken with Students' Association staff using the strategic themes as a basis for conversation.

Whilst there may be some financial implications to utilising communication methods (i.e. chatbot integration), it was not felt there would be a significant increase in costs to resource implementation of the Communications Strategy. The focus will continue to be the All

Student Email, website and social media. It was noted that communications remained the responsibility of all employees to implement with the Students' Association.

10. Trimester A 2022/23 Report

The Activities Manager, Senior Student Advisor, Student Voice Team Leader and Chief Executive discussed their aspects of the Trimester A 2022/23 Report, highlighting areas of positive performance and development areas.

Isla Tasker gave positive feedback that they have received on the new Find my Class Rep Tool. The University currently has a keep Wednesday afternoons free policy was discussed to allow students to participate in student activities, however this was providing difficult with timetable issues. The Student Voice Team Leader commented this had been discussed when the University was reviewing the Timetabling and Room Booking Policy.

Jan Savage asked the Senior Student Advisor if they are able to monitor where students find out about services with the Advice Centre as this would form an indication of success with the Communications Strategy. The Senior Student Advisor confirmed that many enquiries are submitted through the online web form although noted that it is not required for a student to state this information. It was added that many enquiries are from repeat students or signposted to the Advice Centre from the University, for example in letters from the Senate Disciplinary Committee. Chukwuma Egbujor and Jennifer Abali both highlighted the positive feedback from students on the support received from the Advice Centre, especially the role that Student Advisers play in academic representation casework.

11. Give it a Go Trimester A 2022/23 Report

The Activities Manager presented the Give it a Go (GIAG) Trimester A 2022/23 Report. The GIAG Programme was developed after being successful awarded £10k from the Glasgow Community Mental Health and Wellbeing Fund for new and existing events and activities as a preventative approach to students' mental health, physical health and wellbeing during Trimester A 2022/23. This programme was linked to our objectives within the Strategic Plan 2025 (inclusive and sustainable Students' Association and supports physical health, mental health and wellbeing). We recruited an Events Intern to run the GIAG Programme.

In total 74 activities were planned, with 69 activities taking place. A total of 15 activities were organised with 16 external organisations. Engagement with local community organisations has been more successful than anticipated. The external organisations included Mind and Draw, Walking Tours in Glasgow, Glasgow Bike Tours, Flair Gymnastics Club, National Autistic Society, Wise Women, Yorkhill Green Spaces, Right There and Y Sort It, St Andrews First Aid, RSPB, Wing Tsjun, Scottish Huntington's Association, Guide Dogs and Pyramid. There were 54 internal activities with our sports clubs, societies and representation networks. This project started two new student-led societies. Overall, there were 1,479 attendees in the GIAG Programme.

The key reflection for the Students' Association was that we could have better set the success measures for the GIAG Programme to know the difference the activity has made towards

students' improved mental health and wellbeing and this will be incorporated into any future delivery. It was highlighted that external funds bids are being explored to continue this work, however it was noted that it was a challenging external funding environment. The potential to explore the development of this work, in partnership with the University, was discussed as part of its civic engagement agenda.

12. Student Voice Update

The Student Voice Team Leader presented a paper with a review of the second meeting of Student Voice meeting 2022/23. The Student Voice Team Leader highlighted Motions and Ideas that could have reputational risk for the Students' Association.

At 7.30pm Gordon McTweed, Kirsty McGregor and Sara MacLean left the meeting.

13. Chief Executive Report

The Chief Executive presented their paper providing an update on significant matters that are not covered elsewhere on the agenda. The Chief Executive advised that the Full Time Officers and Chief Executive undertook a presentation to the new Principal and Vice-Chancellor, the Students' Association had a 96% satisfaction score for the International Student Barometer, an update on the Full Time Officer Elections 2023 and the outcome of the NUS investigation on anti-Semitism.

The Chief Executive asked for approval to amend the Credit Cards section of the Financial Policy and Procedures. It was proposed to give the Student Voice Team Leader and the Senior Student Adviser a work credit card for £1,000 each. The Chair called for a vote to approve additional credit cards for Student Voice Team Leader and Senior Student Adviser. Vote: For: 8; Against: 0; Abstentions: 0. **The amendment to the Credit Cards section of the Financial Policy and Procedures was approved.**

14. Minutes of the meeting of Trustee Board on Monday 12th December 2022

The Chair called for a vote to approve the Minutes of the Meeting of Trustee Board on Monday 12th December 2022. Vote: For: 8; Against: 0; Abstentions: 0. **The Minutes of the Meeting of Trustee Board on Monday 12th December 2022 were approved.**

15. Matters Arising

The Chair highlighted the progress made within matters arising within the paper.

The Activities Manager presented a paper on chatbot and various options that the Students' Association could explore.

16. Executive Committee Report

The Board noted the Executive Committee Report.

17. Annual Report on Health and Safety

The Board noted the Annual Report on Health and Safety.

18. Annual Report on Complaints

The Board noted the Annual Report on Complaints.

19. Appointments Committee: External and Student Trustee Recruitment

The Board noted the Appointments Committee Report.

20. Any Other Business

The Chief Executive advised that the Appointments Committee had interviewed a number of high quality candidates for the two External Trustee roles and were awaiting confirmation from the successful candidates.

The meeting ended at 8.10pm.

Private and Confidential

EXTRAORDINARY TRUSTEE BOARD MEETING

The minutes of the Trustee Board meeting held on Monday 17th April 2023 at 5.00pm on MS Teams.

Present:

Laiba Tareen, Sabbatical Trustee (Chair)
Jan Savage, External Trustee (Vice Chair)
Chukwuma Egbujor, Sabbatical Trustee
Jennifer Abali, Sabbatical Trustee
John Mavileth, Sabbatical Trustee
Podge Sheehan, External Trustee
Sarah Erskine, External Trustee
Bridget Eze, Student Trustee
Isla Tasker, Student Trustee

Apologies:

Brian Beck, External Trustee
Miranda Torres, Student Trustee
Christiana Opoku Afriyie, Student Trustee

In Attendance:

Debbie Shields
David Carse, Chief Executive
Philip Morton, Clerk

At 6pm the Chair commenced the meeting.

1. Chairs Announcements

The Chair welcomed and thanked the members for their attendance at the Extraordinary Trustee Board meeting.

The Chair welcomed Sarah Erskine who was attending her first meeting as an External Trustee. The Chair asked all present to introduce themselves.

2. Declaration of any Conflicts of Interest

Item	Individuals with Conflicts of Interests	Manage Conflict
5. Revised Employee Pay Settlement 2023	Laiba Tareen, Chukwuma Egbujor, Jennifer Abali, John Mavileth	The Sabbatical Trustees are employees and have a conflict of interest in discussing the revised Employee Pay Settlement. It was agreed that the Sabbatical Trustees would neither participate in the discussion or the decision on the revised Employee Pay Settlement 2023.

3. Agenda Change of Order

There were no items to be moved on the agenda.

4. Student Partnership Agreement

The Chair introduced a paper on the refreshed Student Partnership Agreement (SPA). Following a series of student and GCU staff consultation sessions in Trimester B 2021/22 and Trimester A 2022/23, a refreshed SPA was prepared and presented for discussion at Student Voice on 20th February 2023 and Trustee Board on 27th February 2023. The refreshed SPA was approved by Student Voice on 3rd April 2023. The refreshed SPA has been endorsed within the University at LESC, APPC, Senate and University Executive Group. The refreshed SPA is being presented to University Court on the 20th April 2023 for approval.

The Chair clarified that there have been no changes to wording within the refreshed SPA since it was discussed by the Board on 27th February 2023.

Isla Tasker commented that the wording in 'creating opportunities for everyone's voice to be heard' should be changed to 'ensuring' as the current wording insinuates that there are currently no opportunities. The Chair agreed to forward this feedback to the SPA Working Group. **Action: Chair.**

Podge Sheehan commented that there needs to be commitment from the University for additional resourcing to support the refreshed SPA due to the many examples of enhancement work planned. The Chair agreed to forward this feedback to the SPA Working Group. **Action: Chair.**

The Committee offered their full support behind the refreshed SPA and were keen for updates on how it will be operationally implemented.

The Chair called for a vote to approve the Student Partnership Agreement. Vote: For: 9; Against: 0; Abstentions: 0. **The Student Partnership Agreement was approved.**

5. Revised Employee Pay Settlement 2023

The Chair introduced a paper on the revised Employee Pay Settlement 2023.

The Chair called for a vote to approve the revised Employee Pay Settlement 2023. The Sabbatical Trustees did not participate in the vote. Vote: For: 5; Against: 0; Abstentions: 0. **The revised Employee Pay Settlement was approved.**

The meeting ended at 5.26pm.

Private and Confidential



TRUSTEE BOARD MEETING

The minutes of the Trustee Board meeting held on Monday 15th May 2023 at 5.00pm. This hybrid meeting took place in NH209 and on Microsoft Teams.

Present:

Laiba Tareen, Sabbatical Trustee (Chair)
Jan Savage, External Trustee (Vice Chair)
Chukwuma Egbujor, Sabbatical Trustee
Jennifer Abali, Sabbatical Trustee
John Mavileth, Sabbatical Trustee
Brian Beck, External Trustee
Podge Sheehan, External Trustee
Sarah Erskine, External Trustee
Bridget Eze, Student Trustee
Miranda Torres, Student Trustee

Apologies:

Isla Tasker, Student Trustee

Absent:

Christiana Afriyie, Student Trustee

In Attendance:

David Carse, Chief Executive
Gordon McTweed, Activities Manager
Kirsty McGregor, Senior Student Adviser
Karl Henry, Communications Co-ordinator
Sara MacLean, Student Voice Team Leader
Philip Morton, Clerk

Observers:

Chidozie Nwaigwe, Incoming Sabbatical Trustee
Solomon Ajala, Incoming Sabbatical Trustee
Wilfred Obi, Incoming Sabbatical Trustee
Andrew Collier, Incoming Student Trustee
Juliet Ibili, Incoming Student Trustee
Maryann Nnenna, Incoming Student Trustee

At 6pm the Chair commenced the meeting.

1. Chairs Announcements

The Chair welcomed and thanked the members for their attendance at the fourth and final Trustee Board meeting of 2022/23. The Chair welcomed Sarah Erskine to her first Board meeting as a new External Trustee and offered a warm welcome to the Incoming Sabbatical and Student Trustees as Observers to the meeting.

2. Declaration of any Conflicts of Interest

Item	Individuals with Conflicts of Interests	Manage Conflict
8. Employee Holiday Harmonisation	Laiba Tareen, Chukwuma Egbujor, Jennifer Abali, John Mavileth	The Sabbatical Trustees have a conflict of interest in discussing the Employee Holiday Harmonisation agenda item as they are employees of the Students' Association. It was agreed that the Sabbatical Trustees would neither participate in the discussion or the decision on the Employee Holiday Harmonisation.
11. Chief Executive Report	Laiba Tareen, Chukwuma Egbujor, Jennifer Abali, John Mavileth	The Sabbatical Trustees have a conflict of interest in discussing the Chief Executive Report in relation to the section on Visa Costs for International Full Time Officers as they are international students who become elected Full Time Officers. It was agreed that the Sabbatical Trustees would not participate in the discussion on Visa Costs payments within the Chief Executive Report.

3. Agenda Change of Order

The Chair agreed to move agenda items that required approval as some trustees had to leave the meeting early. These were agenda items 7 (Changes to Bank Signatories), 8 (Employee Holiday Harmonisation) and 11 (Chief Executive Report).

4. Change to Bank Signatories

The Bank of Scotland requires the Trustee Board to consent to the change in bank signatories, as outlined within the paper. Given complexities in recent years adding signatories to the bank, the Vice Presidents had not been added as a Limited Power Signatory but this paper would approve this situation should the need arise.

The Chair called for a vote to approve the Changes to Bank Signatories. Vote: For: 10; Against: 0; Abstentions: 0. **The Changes to Bank Signatories was approved.**

5. Employee Holiday Harmonisation

The Chief Executive introduced the Employee Holiday Harmonisation paper.

The Chair called for a vote to approve the Employee Holiday Harmonisation. The Sabbatical Trustees have a conflict of interest in discussing the Employee Holiday Harmonisation agenda item as they are employees of the Students' Association and would not participate in the

vote. Vote: For: 6; Against: 0; Abstentions: 0. **The Employee Holiday Harmonisation was approved.**

6. Chief Executive Report

The Chief Executive presented his paper highlighting that the Student Partnership Agreement has been approved by University Court, that a review of the Election Rules would be conducted and an Election Diversity Action Plan would be created for the Full Time Officer Election. It was noted that it was proposed that the Handover Period was shorted from 2024. Podge Sheehan offered reflections on his experience of student engagement in elections within the sector and the impacted of the Cost of Living Crisis.

The Chief Executive explained that most students' associations in Scotland pay the visa costs for international students who become elected as Full Time Officers. He proposed that the Students' Association reimburse a maximum of £1,137 for each international Full Time Officer in relation to visa costs for 2023/24 and there is an annual review of payments until a confirmed position is established. The Sabbatical Trustees have a conflict of interest in discussing the Visa Costs for International Full Time Officers as they are international students who become elected Full Time Officers.

Our auditors suggested that if an affiliated sports club or society has not been operational for three years, that their funds can be used for other clubs and societies. The Chair called for a vote to add the following wording to Part 5 of the Financial Policy and Procedures under the heading of Inactive Sports Clubs and Societies: "After three financial years where a sports club or society account balance has not moved and could not be used by a similar sports club or society, these sports club balances will be transferred to the Sports Development Reserve and society balances will be transferred to the Society Development Reserve for the purposes of the development of other sports clubs and societies. The Chair called for a vote to approve this additional section to the Finance Policy and Procedures. Vote: For: 10; Against: 0; Abstentions: 0. **The additional section to be added to Part 5 of the Financial Policy and Procedures were approved.**

7. Communications Strategy: Key Messages

The Communications Co-ordinator provided an outline of proposed key messages that had been developed in consultation with staff and Full Time Officers for the Communications Strategy. The Communications Co-ordinator explained that the key messages would be trialled with students during this academic year.

Jan Savage felt that whilst there was strong progression in the implementation of the Communications Strategy, it should be kept under ongoing review, as it supported the Students' Association to improve and assists in meeting our strategic plan. There was a wider discussion on how our Communications Strategy differentiates the Students' Association from its competitors, the University and other students' associations.

8. Volunteer Survey 2023

The Communications Co-ordinator presented the various sections within his report on the Volunteer Survey 2023. It was noted that 95% of student volunteers would recommend the Students' Association as an organisation to volunteer with, a key performance indicator within our strategic plan. It was acknowledged that there are still areas of improvement to address based on feedback, including increased networking opportunities, training and support. He added that A-B testing was used in the promotion of the survey, with intrinsic messaging receiving greater feedback than extrinsic messaging. The Board congratulated staff who support volunteers on the many positive's areas outlined within the report.

In response to a question from John Mavileth, the Communications Co-ordinator confirmed that the Students' Association had planned to make greater use of MS Teams to involve students in its governance and democracy work and there was the potential for this to be rolled out to other volunteering and representative support.

The Communication Co-ordinator left the meeting at 6:44pm.

9. Management Accounts to March 2023

The Chief Executive presented the Management Accounts to March 2023. At the end of March 2023, there was income of £619,241 and expenditure of £514,297. The commentary within the paper outlined the reasons for the key variances. It was noted that the planned deficit had been reduced from £11,289 at base budget to a deficit of £9,875 in the latest reforecast. The Chief Executive explained that after planned movements in reserves at this stage it was expected that the overall deficit would be £4,125.

10. Trustee Board Sub Committees

The Chair asked for nominees for the Health and Safety Committee. Andrew Collier put his name forward and was duly elected.

The Chair asked for nominees for the Appointments Committee. Podge Sheehan, Maryann Nnenna and Solomon Ajala put their names forward and were duly elected.

Jan Savage left the meeting at 6:59pm.

11. Student Voice Update

The Student Voice Team Leader provided an update on the third and fourth meetings of Student Voice and asked the Board to note the approved Ideas. The Chair called for a vote to approve the changes to the Societies Policy Document and the Sports Policy Document. Vote: For: 9; Against: 0; Abstentions: 0. **The Changes to the Societies Policy Document and the Sports Policy Document were approved.**

Brian Beck left the meeting at 7:05pm.

12. Minutes of the meetings of Trustee Board on Monday 27th February 2023 and Monday 17th April 2023.

The Chair called for a vote to approve the minutes of the meeting of Trustee Board on Monday 27th February 2023. Vote: For: 6; Against: 0; Abstentions: 2. **The minutes of the meeting of Trustee Board on Monday 27th February 2023 were approved.**

The Chair called for a vote to approve the Minutes of the meeting of Trustee Board on Monday 17th April 2023. Vote: For: 5; Against: 0; Abstentions: 3. **The Minutes of the meeting of Trustee Board on Monday 17th April 2023 were approved.**

13. Matters Arising

The Board noted the Matters Arising paper.

14. Executive Committee Report

The Board noted the Executive Committee Report.

15. Risk Register

The Board noted the Risk Register.

16. Annual Cycle of Business 2023/24

The Board noted the Annual Cycle of Business 2023/24 report.

17. Appointments Committee

The Board noted the appointments made by the Appointments Committee.

18. Any Other Business

Laiba Tareen, Chukwuma Egbujor, John Mavileth, Bridget Eze, Miranda Torres, Isla Tasker, Christiana Afriyie and Brian Beck were all presented with an Honorary Life Membership for the Students' Association and thanked for their time served on the Board.

The meeting ended at 7.12pm.