

EXTRAORDINARY TRUSTEE BOARD MEETING

The minutes of the Extraordinary Trustee Board meeting held on Monday 6th September 2021 at 6.00pm on Microsoft Teams.

Present:

Adil Rahoo, Sabbatical Trustee (Chair)
Priscilla Otuagoma, Sabbatical Trustee
Tabitha Nyariki, Sabbatical Trustee
Olivia Hall, Sabbatical Trustee
Brian Beck, External Trustee
Paul Wilson, Student Trustee
River Gowans, Student Trustee
Titilayo Adebayo, Student Trustee

Apologies:

Jan Savage, External Trustee (Vice Chair)
Podge Sheehan, External Trustee
Dorota Makaruk, Student Trustee
Raisah Khan, Clerk

In Attendance:

David Carse, Chief Executive

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 also provided some guidance on how the online meeting will take place including using the virtual hand function if members wants 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 declarations of any Conflicts of Interest.

3. Agenda Change of Order

The Chair asked members if anyone wished to move any items further up the agenda or moved into a different section. No items were asked to be moved on the agenda.

4. Strategic Plan 2025

The Chief Executive provided an update on the progress of the development of the Strategic Plan 2025 on behalf of the Strategic Planning Group.

The Trustee Board have previously approved the strategic themes and the revisited Vision, Mission and Values at its meeting on 17th May 2021. Since this meeting, the Strategic Planning Group have continued to meet regularly to develop the plan and have proposed one small addition to the Community value that was based on employee feedback that the Support value had been removed. The proposed addition is, *'We foster a culture of belonging, where you can make connections for life and by creating a supportive community.'*

Contribution from members on the Mission, Vision and Values has also been considered through feedback taken from the Annual Student Survey 2021 responses and employee feedback. The paper outlined in detail the feedback from both stakeholders. Over 75% of student respondents agreed with the proposed Vision statement, 84% agreed with the Mission statement and 87% agreed we had chosen the right strategic areas. The feedback from students showed strong support for the strategic themes including diversity and inclusivity and student mental health. This report has been considered in detail by the Strategic Planning Group.

The Chief Executive presented the proposed strategic goals and provisional Key Performance Indicators (KPI's) for each strategic theme. It was noted that the Communications and Impact Strategic Enabler KPIs had still to be finalised and would be decided after a Communications Strategy had been developed. He highlighted that feedback had been received from the University, which highlighted that the Big Actions should better determine where this was the University, the Students' Association or delivered through partnership working.

The Board asked about the financial stability of the Students' Association within the strategic plan. A discussion took place on continuing to seek to increase funding from the University, either through Block Grant funding or additional project funding. It was noted that whilst the Block Grant had not increased for 2021/22, there was additional funding for the Re:Union Bar Sponsorship of £16k and fit out of the Dual Mode Room of £7.6k. There would also be opportunities to build upon the success of the National Lottery Funding, and seek to establish other external funding. It was however agreed that the KPI should be upon building the General Reserves, particularly in a challenging external environment post Brexit and during a Coronavirus pandemic.

The Coronavirus pandemic was discussed and ensuring the strategic plan and future way of working reflected potential changes in how students use Students' Association facilities, use the GCU campus, flexible working for employees and engaging in services and activities in person, online or in a hybrid way. It was confirmed that area of work would full under the strategic themes of inclusivity and sustainability.

A discussion took place on including a KPI on the satisfaction with the Students' Association Building. It was agreed that this KPI would be extremely challenging given the current global pandemic and that not all services within the Building had yet re-opened. He explained that the Re:Union Bar would re-open but that the Radio Station, Group Study Rooms and 24 Hour

Computer Lab were being assessed in relation to its ventilation and when they could safely be reopened. The Board were keen to keep this as a question within the Annual Student Survey but were unsure about it as a KPI. Regardless, the GCU Estates Enabling Plan included “creating a Students’ Association facility reflective of student needs”.

The Board discussed whether some of the KPI’s could be removed or merged into one by sharpening the focus. It was agreed that the following KPIs would be removed: “I am satisfied with the opportunities, events, activities and services offered by the Students’ Association” and “78% in NSS Student Voice section” could be removed as there are aspects of it which are already covered in other areas.

The Chair called for a vote to approve the amended Community value within the Strategic Plan 2025. Vote: For: 7; Against: 0; Abstentions: 1. **The amended Community value was approved.**

The Chair called for a vote to approve the strategic goals within the Strategic Plan 2025. Vote: For: 8; Against: 0; Abstentions: 0. **The strategic goals were approved.**

The Chair called for a vote to approve the provisional KPIs (excluding the Communications and Impact KPIs) within the Strategic Plan 2025. Vote: For: 8; Against: 0; Abstentions: 0. **The KPIs (excluding the Communications and Impact KPIs) were approved.** It was noted that there would be further work on developing the KPIs when target setting and with the Big Actions.

5. Trimester 2 report 2020/21

The Trimester 2 Report 2020/21 was presented to the Trustee Board by the Chief Executive. The report was presented in the context of the Students’ Association operating in a global pandemic and that since March 2020, the Students’ Association building and London Office had closed due to the outbreak of Coronavirus. Since then, the Students’ Association has successfully moved most of its services online. He highlighted that during 2020/21 the Radio Station had not operated and the Nightline Service only operated online during Trimester B. He added that only the Athletics and Hockey Mens and Womens Clubs had operated for a limited period during Trimester A and the Snowsports Club held one Come and Try Event. Due to the ongoing and changeable restrictions there was no in person sporting activities during Trimester B.

The Full Time Officer Elections 2021 took place entirely online. There were 24 candidates who had submitted nominations which has been the highest number of nominations ever received. There was also a significant increase in the numbers of international, postgraduate taught and London candidates from previous years. The turnout in the Full Time Officer Election was 2,246, a decrease of 1,468 votes from last year’s record high and 826 votes less than the five year running average. The ongoing Coronavirus pandemic, online fatigue, that candidates did not have direct access to students on their programmes and UK wide voting platform issue for some students impacted on voter turnout for 24 hours.

The Advice Centre experienced a drop in one off enquiries and case work but the Student Advisers felt the needs of students are more complex and multifaceted and that it has taken much longer to support each individual student. However, this may change and will be monitored to ensure the best service can be provided to students. The University have not yet finalised whether exams will continue to be open book in the future academic year and so this may also have an impact on students submitting MITs and asking for support from the Advice Centre.

The Chief Executive shared some of the key areas of success throughout Trimester 2. These included the Refreshers 2021, online activities from Clubs and Societies and the STAR Awards, Sports Awards and Teaching Awards. The Teaching Awards were hosted virtually and the students really recognised and celebrated the work of the academic and supporting staff with a record breaking 1,274 nominations in total. Some of the other highlights included a review of the Student Leaders Programme, the work of the Ethical and Environmental Committee towards the NUS Green Impact accreditation and the continued Full Time Officer engagement with the membership. From the very start of the Coronavirus outbreak, the Full Time Officer have been proactively consulted by the University in their response to the situation and in their communications to students. They have continued to represent the needs of the members and have been committed to improving the lives of GCU students.

One of the most notable events has been that the University was externally reviewed by ELIR (Enhancement- Led Institutional Review). The ELIR Review took place w/c 16th November 2020 and the Student President and Chief Executive were interviewed. One of the six commendations from ELIR Outcome Report was the partnership working between the Students' Association, the academic and student reps and the University.

The Chair congratulated all the student volunteers and staff for their hard work despite the challenges posed by the pandemic.

The meeting ended at 7.21 pm.

Private and Confidential



TRUSTEE BOARD MEETING

The minutes of the Trustee Board meeting held on Monday 18th October 2021 at 6.00pm on Microsoft Teams.

Present:

Adil Rahoo, Sabbatical Trustee (Chair)
Olivia Hall, Sabbatical Trustee
Tabitha Nyariki, Sabbatical Trustee
Priscilla Otuagoma, Sabbatical Trustee
Jan Savage, External Trustee (Vice Chair)
Podge Sheehan, External Trustee
Brian Beck, External Trustee
Paul Wilson, Student Trustee
Dorota Makaruk, Student Trustee
Titilayo Adebayo, Student Trustee (arrived late at 6.25pm)

Apologies:

River Gowans, Student Trustee
Raisah Khan, Clerk

In Attendance:

David Carse, Chief Executive
Sara MacLean, Student Voice Team Leader (Until agenda item 8)
Kirsty McGregor, Interim Senior Student Adviser (Until agenda item 8)
Gordon McTweed, Activities Manager (Until agenda item 8)
Melissa Cairney, Finance Manager (Until agenda item 6)
Jenny Simpson, Partner at Wylie Bisset LLP (Until agenda item 4)

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 2021/22.

The Chair welcomed Jenny Simpson from our External Auditors, Wylie and Bisset LLP, who will be presenting the Audited Accounts 2021 for agenda item 4.

The Chair also provided some guidance on how the online meeting will take place including using the virtual hand function if members wants to ask a question, and leaving cameras on unless there are issues with internet connection.

2. Declaration of any Conflicts of Interest

The were no conflicts of interest declared by the Board members.

3. Agenda Change of Order

The Chair asked members if anyone wished to move any items further up the agenda or moved into a different section. No items were asked to be moved on the agenda.

4. Audited Accounts 2021, Letter of Representation and Management Letter

Jenny Simpson, a Partner from Wylie Bisset LLP, our external auditors, presented the Audited Accounts 2021, Letter of Representation and Management Letter.

The total income from all sources during the academic year of 2020/21 was £691,207 (2020; £749,256). The income is broken down as £640,816 funding from Glasgow Caledonian University, £24,000 from the Scottish Funding Council, £25,168 generated income and £1,223 from the UK Government Job Retention Scheme. The total expenditure was £649,887 (2020; £733,173) which was broken down as £296,219 for Student Engagement, £127,743 for Student Support and £225,925 for Student Activities. The final surplus for the year was £41,320 (2020; £16,083), which includes £17,783 funding from the Scottish Funding Council to be spent in 2021/22. Excluding the Scottish Funding Council, the surplus was £23,536. A total of £181,900 was retained within the reserve accounts (2020; £140,580). The annual report within the accounts highlights the achievements and performance of the Students' Association. It was noted that this had been a challenging year for the Students' Association with the ongoing Coronavirus pandemic with most activities and services remaining online. The Students' Association Building and London Office remained closed during the academic year 2020/21. With the exception of the limited return of some Sports Clubs for three weeks there were no in person student activities.

Jenny Simpson referred to the Independent Auditors Report and that in their opinion the Financial Statements give a true and fair view of the state of the charity's affairs as at 31st July 2021 and there was nothing to report in respect of ongoing concern. The auditors noted the progress in increasing the General Funds from £41,236 to £70,247, especially given the current Coronavirus pandemic but highlighted that further progress was required to reach the reserves target of three months operating costs, which is currently £162,000. The Board congratulated colleagues for the hard work to achieve this positive outcome in such difficult circumstances. In discussing the Balance Sheet, the auditors felt there was a strong position of £170,091 for the Net Current Assets, a measure of an organisations solvency.

There were no recommendations from the auditors in the Management Letter from the audit of the financial statements 31st July 2021. The Letter of Representation was highlighted to the Board including the rationale for the journal adjustment for the SFC deferred income and the write off of the Alterline debt.

Titilayo Adebayo joined the meeting at 6.25pm.

It was noted that the Coronavirus pandemic has also had a financial impact on the ability of the Students' Association to generate other income and Trustees discussed that this could have an impact in the short to medium term as businesses recovered from the Coronavirus

pandemic. The importance of trying to seek additional funds from the University was discussed.

The Chief Executive explained that the draft accounts have been submitted to the Chief Operating Officer, Director of Finance and Court Office within the University.

The Chair called for a vote to approve the Students' Association Audited Accounts 2021 (31st July 2021) and Letter of Representation. Vote: For: 10; Against: 0; Abstentions: 0. **The Students' Association Audited Accounts 2021 (31st July 2021) and Letter of Representation were approved.**

The Chair thanked Jenny Simpson for her attendance. Jenny Simpson left the meeting at 6.37pm.

5. Management Accounts 2020/21

The Finance Manager presented the Management Accounts 2020/21. The Finance Manager explained that these are the same figures as outlined in the audited accounts, however they are presented in a different format and against the re-forecasted budget.

It was explained that there were significant increases in costs for the Executive Committee and Student Leaders Programme budget lines, compared to previous years. The increased costs for the Student Leaders Programme was due to a refresh of the programme and working with the Social Enterprise Academy (Scotland). The increase in costs for the Executive Committee was for projects delivered by Coole Insight Ltd. It was noted that there was no pool income due to the Coronavirus pandemic and the closure of the Students' Association Building.

6. Management Accounts to August 2021

The Finance Manager presented the Management Accounts to August 2021. The paper provided a summary of actual costs to the end of August 2021, against the Base Budget 2021/22. At the end of August 2021 there was income of £89,181 and expenditure of £59,457. The Balance Sheet as of 31st August 2021 was included showing the Students' Association financial position. The Finance Manager explained the commentary within the paper and that a Q1 Reforecast was planned for December 2021. The Board noted the current financial position and in particular the challenges in generating commercial income during the Coronavirus pandemic.

The Finance Manager left the meeting at 6.46pm.

7. National Student Survey Results 2021

The Student Voice Team Leader presented the National Student Survey (NSS) 2021 results for

the Students' Association. The Students' Association question is "The Students' Union (association or guild) effectively represents students' academic interests" (question 26).

The Students' Association receive a 53% satisfaction score, the same as the Scottish and UK average. The score is 3% lower than in 2020. The Student Voice Team Leader provided a breakdown of the score by the Scottish sector, demography and subject area. It was highlighted that these survey was conducted during the Coronavirus pandemic, where learning and teaching was primarily online and this was noticeable in the breakdown of the demographics of the some of the survey respondents. It was noted that a NSS Operational Plan continued to be implemented.

The Student Voice Team Leader shared some key areas of focus which have been recognised as increasingly important to the student experience such as mental health, finance hardship, academic representation and employability. A suggestion on having conversations with the groups of students whose scores were lower to find out what they expect from their student experience. The Student President informed the Board that increasing the satisfaction score of the NSS is one of the Full Time Officer Team Objectives and they intend to achieve this through improving communications.

The Board noted that Q26 is currently under review by the Office for Students on behalf of the Scottish Funding Council.

8. The Bigger Plan 2020- Year 5 Update

The Chief Executive presented the Bigger Plan 2020 Year 5 Progress Report and the progress made towards the Key Performance Indicators (KPIs) and the Big Actions. He explained that the wider achievements were included within the Annual Report in the Audited Accounts 2021 and the commercial analysis within the Management Accounts to 31st July 2021. The Chief Executive highlighted that between March 2020 and September 2021 that due to the Coronavirus pandemic the Students' Association mainly operated online, with employees temporarily working from home, with only a few and limited number of sporting activities that took place in person. The Students' Association Building and London Office were not open during the academic year 2020/21. The Board noted the areas of progression and areas that still posed a challenge.

The Board suggested making use of a range of different social media platforms for the use of communications and marketing in future strategic plans, such as Instagram. The Chief Executive noted this observation and will be considered for the KPI's of the new Strategic Plan. The potential risk of algorithm changes for social media will also be considered.

The Vice Chair congratulated the Students' Association for its progress despite the challenges posed by the pandemic.

9. Impact of Coronavirus Update

The Chief Executive presented his report providing an update on how the Students' Association is responding to the Coronavirus pandemic. The Scottish Government moved to

the 'Beyond Level zero' phase from 9th August 2021 where the legal requirement for physical distancing and limits on gatherings was removed and all venues across Scotland were able to re-open. The Students' Association Building and London Office and in person student activities did not resume until Monday 20th September 2021.

There are limits on numbers for student activities with a maximum of 50 people for any event on campus. For any activities on or off campus, students must book in the activities for test and protect purposes. The Students' Association is working hard to ensure the safety of students by using natural ventilation in rooms with windows and carrying out a ventilation analysis in rooms which there is no natural ventilation. Due to this issue, the 24 Hour Lab, Group Study Rooms and the Radio Caley studio remains closed. The Full Time Officers have been working with the University to create a contingency plan by finding alternative spaces and will continue to do this until the matter is resolved. There will be a review in January/December to make a decision on the approach for Trimester B 2021/22.

The Student Voice Team Leader, Senior Student Adviser and Activities Manager left the meeting at 7.34pm.

10. Chief Executive Report

The Chief Executive highlighted the significant amount of work by colleagues to re-open the Students' Association Building and London Office and to restart in person student activities. It was confirmed that the Re:Union Bar & Grill has re-opened. It was noted that hybrid working would be challenging, as opposed to the delivery online or in person only. It was highlighted that campus had significantly lower footfall that previously academic years and could be impacted by the upcoming COP26 being held in Glasgow city centre.

The Chair thanked everyone within the Students' Association for their hard work during challenging circumstances.

11. Minutes of the meeting of the Trustee Board held on Monday 17th May 2021.

The Chair called for a vote to approve the minutes of the meeting of the Trustee Board held on Monday 17th May 2021. Vote: For: 6; Against: 0; Abstentions: 0. **The Trustee Board Minutes from Monday 17th May 2021 were approved.**

The Chair explained that the minutes from the Extraordinary Trustee Board held on Monday 6th September 2021 are not yet available.

12. Matters Arising

12.1. OSCR Guidance and Safeguarding

No progress has been made since the last meeting. An initial Safeguarding Policy draft has been started but this is awaiting the GCU Safeguarding Policy to conclude and ensure processes are aligned. This matter is ongoing. **Action: Chief Executive.**

12.2. External Trustee Appointment

In discussion with the Chair and Vice Chair it was decided to postpone the recruitment of the external trustee vacancy until later in the academic year and after progress has been made with the development of the strategic plan. This matter is ongoing. **Action: Chief Executive.**

13. Executive Committee Report

The Board noted the Executive Committee Report.

14. Base Budget 2021/22

The Board noted the Base Budget 2021/22.

15. Risk Register

The Board noted the Risk Register.

16. Register of Interests

The Board noted the Register of Interests.

17. Any Other Business

17.1. Health & Safety Committee

Titilayo Adebayo, Student Trustee, volunteered to become the Trustee Board representative on the Health & Safety Committee. The Chair congratulated Titilayo Adebayo on becoming a member.

The meeting ended at 7.47pm.

TRUSTEE BOARD MEETING

The minutes of the Trustee Board meeting held on Monday 13th December 2021 at 6.00pm on Microsoft Teams.

Present:

Adil Rahoo, Sabbatical Trustee (Chair)
Olivia Hall, Sabbatical Trustee
Tabitha Nyariki, Sabbatical Trustee
Priscilla Otuagoma, Sabbatical Trustee
Jan Savage, External Trustee (Vice Chair)
Podge Sheehan, External Trustee
Paul Wilson, Student Trustee
River Gowans, Student Trustee

Apologies:

Brian Beck, External Trustee
Dorota Makaruk, Student Trustee
Titilayo Adebayo, Student Trustee
Melissa Cairney, Finance Manager

In Attendance:

David Carse, Chief Executive
Lora Addison, Societies Coordinator (Until agenda item 4)
Gordon McTweed, Activities Manager (Until agenda item 14)
Raisah Khan, Clerk

At 6pm the Chair commenced the meeting.

1. Chairs Announcements

The Chair welcomed and thanked the members for their attendance at the second Trustee Board meeting of 2021/22.

The Chair also provided some guidance on how the online meeting will take place including using the virtual hand function if members wants to ask a question, and leaving cameras on unless there are issues with internet connection.

2. Declaration of any Conflicts of Interest

Item	Individuals with Conflicts of Interests	Manage Conflict
Item 9, Revised Complaints Procedure	Adil Rahoo, Tabitha Nyariki, Olivia Hall and Priscilla Otuagoma.	The Complaints Procedure outlines changes in how complaints can be made against the Full Time Officers. The Full Time Officer Trustees would not

		take part in the discussion or vote on the Complaints Procedure.
Item 11, Revised Employee Benefits Policy	Adil Rahoo, Tabitha Nyariki, Olivia Hall and Priscilla Otuagoma.	The Full Time Officer Trustees would not take part in the discussion or vote for the policy as they are employees.
Item 12, Full Time Officer Accountability Schedule	Adil Rahoo, Tabitha Nyariki, Olivia Hall and Priscilla Otuagoma.	The revised Full Time Officer Accountability Schedule is being presented for discussion only at this meeting. The Full Time Officer Trustees are permitted to take part in the discussion but would not be able to participate in future discussions or vote when it is presented to the Board for approval.
Item 13, Student Voice Update	River Gowan.	River Gowan would not take part in the discussion or vote on the affiliation of the PENSA Glasgow Society as they are a member of Student Voice and actively took place in discussion on this matter in their political role as LGBT+ Officer at its last meeting.
Item 15, Chief Executive Report	Adil Rahoo and Tabitha Nyariki.	Adil Rahoo and Tabitha Nyariki, as employees, would be affected by the vote on the decision of a One-Off Recognition Payment and would not take part in the discussion or vote for the one-off recognition payment.

3. Agenda Change of Order

The Chair asked members if anyone wished to move any items further up the agenda or moved into a different section. No items were asked to be moved on the agenda.

4. Investing in Volunteers Accreditation 2021

The Societies Co-ordinator presented the paper on the progress with the Investing in Volunteers accreditation. This accreditation was driven strategically by wanting to provide a high quality volunteer experience (linked to the strategic plan) and is a key part of the NUS

Quality Students' Union accreditation (People and Participation sections). An Investing in Volunteers Steering Group was formed, led by the Societies Co-ordinator, with an action plan created. The Students' Association was externally audited involving 36 volunteer interviews and interviews with selected employees. The Board were informed that the Students' Association had successfully met the criteria within the Investing in Volunteers accreditation and this was second time to achieved this award. The Societies Co-ordinator highlighted to the Board some of the key strengths for the organisation within the report. Consideration will also be given internally to the recommendations outlined within the report. The success was communicated to stakeholders through an online article, in the all student email and across our social media. All volunteers who took part were thanked with a takeaway voucher and the employees thanked through a lunch in the Re:Union Bar & Grill.

The Board congratulated the Investing in Volunteering Steering Group for their hard work and achievement, particularly noting the move to supporting volunteers online during the Coronavirus pandemic and the audit being conducted entirely online.

The Chair thanked the Societies Co-ordinator for her attendance. The Societies Co-ordinator left the meeting at 6.10pm.

5. Management Accounts to October 2021

The Chief Executive presented the Management Accounts to October 2021, in the absence of the Finance Manager. The paper provided a summary of actual costs to the end of October 2021, against the Base Budget 2021/22. At the end of October 2021 there was income of £228,507 and expenditure of £177,829. The Balance Sheet as of 31st October 2021 was included showing the Students' Association financial position.

6. Freshers Report 2021

The Activities Manager presented the Freshers Week Report 2021. The report included a review and analysis of Freshers' Week 2021 events and activities, demonstrating an attractive and effective programme of events and activities to welcome new students to GCU. With 1,823 new students attending Induction Workshop, plus 505 students attending events and 1,154 attending clubs and societies come and try activities. There were some challenges around generating commercial income which have continued as external businesses recover from the pandemic. It was noted that Freshers Week took place the week after the Students' Association Building had re-opened on campus, when in-person student activities had only just been permitted to restart. Recommendations for the future include reviewing the recruitment and retention of Freshers Team Volunteers, reviewing the Freshers Pack and continuing to develop digital engagement strategies. A discussion took place on diversification of income and options appraisal. The Activities Manager will consider the potential risks around income and how to overcome this strategically. It was confirmed that work was ongoing for Search Engine Optimisation (SEO) across our website platform.

The Chair thanked everyone involved in Freshers Week for its successful and engaging programme of activities and events.

7. Annual Survey Report 2021

The annual survey was carried out between 31st March and 21st May 2021 and conducted during the Coronavirus pandemic. This is the sixth year this survey was conducted (wave 6) on the Glasgow campus and the third year the survey is conducted on the London campus. There was a total of 333 responses to the Glasgow Survey and 29 responses to the London Survey. He highlighted that eight questions within the annual survey were KPIs within The Bigger Plan 2020. The annual student satisfaction supports the following sections of the NUS Quality Students' Union accreditation: Context, Strategy, Relationships and Partnerships, Communications, Services, Participation, Representation and Campaigning and Insight and Learning.

The Chief Executive presented the comparison reports and shared some of the key highlights and lowlights. There was a decrease in the number of students recognising they are a member of the Students' Association, in their perceived level of involvement, knowing that there are elected Full Time Officers and who they are, knowledge about the Advice Centre and that the Students' Association contributes positively to their development at University, perhaps as a consequence of students studying entirely online throughout the academic year 2020/21. Areas that saw scores improve include that the Students' Association contributes positively to their experience at University, that members feel listened to, feel represented and feel satisfied with the information they receive from the University. It was noted that the annual student survey questions will be reviewed in line with the new strategic plan and that the Communication Strategy was currently being developed. It was suggested that the Full Time Officers discuss their Student Engagement Plan to increase students' knowledge of what the Full Time Officers are doing on their behalf.

8. Strategic Plan 2025 KPIs and Big Actions

The Chief Executive provided an update on the progress of the Key Performance Indicators (KPIs) of the Strategic Plan 2025. The Strategic Planning Group have reviewed and streamlined the proposed KPIs presented to the Board in September 2021 and set targets. The proposed KPIs were developed in consultation with employees, trustees, Student Voice members and previously with the University. There is a proposed mix of KPI targets, some thought to be achievable and some are stretch targets. The KPIs have been aligned to the Scottish Government National Performance Framework and the United Nations Sustainable Development Goals (SDGs). Consideration was given to how previous KPIs have performed and the current external environment, in particular the Coronavirus pandemic. The University have provided feedback on the Big Actions and this was taken into consideration by highlighting the work undertaken in partnership. Members fed back their delight with the alignment to the National Performance Framework and SDGs and that the strategic plan looks radically different to where it started. It was noted that the Board should reflect on which KPIs were core and what were the critical success factors.

The Strategic Plan 2025 will be launched to stakeholders in Spring 2022, including the creation of a webpage, video and promotional materials. The KPI progress and targets will continue to be reviewed annually. The Communication Strategy that is being developed would include the KPIs for the Communications and Impact theme within the strategic plan. The Chair called

for a vote to approve the Strategic Plan 2025 KPIs and targets. Vote: For: 8; Against: 0; Abstentions: 0. **The Strategic Plan 2025 KPIs and targets was approved.**

9. Revised Complaints Procedure

The Chief Executive presented the revised Complaints Procedure. The current Complaints Procedure has been reviewed against the GCU Complaints Handling Procedure (April 2021) which is based on The Scottish Higher Education Model Complaints Handling Procedure. A Complaints Flowchart has been updated in appendix 1. The Full Time Officers would not participate in the discussion or vote on the Complaints Procedure as there was a conflict of interests.

The Chief Executive provided a summary of the key changes to the revised Complaints Procedure including the ability for the Vice Chair of the Trustee Board to take the responsibilities of the Chief Executive in the Complaints Procedure due to their prolonged absence, provides further clarity on what a complaint is and examples of what is not a complaint (ie complaints received about Full Time Officers, concerns about members conduct, complaints by employees relating to their employment, election complaints and whistleblowing concerns), that complaints from the Full Time Officers should be made through the Employee Grievance Policy, how anonymous complaints and digital complaints are dealt with, that employees will be informed when a complaint is made about them and that the Investigation Report Panel will now decide the final position of a complaint investigation. It was highlighted that complaints can now be resolved, in addition to being upheld, partially upheld or not upheld. The Managing Unacceptable Behaviours section has also been updated.

The Board noted that the review has been helpful to streamline processes, remove ambiguity and provide greater clarity for members and employees. It was noted that as the Complaints Procedure was based on the GCU Complaints Handling Procedure that no legal advice had been taken. The Chair called for a vote to approve the revised Complaints Procedure. Vote: For: 4; Against: 0; Abstentions: 0. **The revised Complaints Procedure was approved.**

10. Revised Data Protection Policy

The Chief Executive presented the revised Data Protection Policy. The Data Protection Policy was reviewed by the GCU Data Protection Officer from Thorntons Law LLP in May 2021. The proposed changes to the policy included updated legislation and that data subjects can verbally request, in addition to written requests, for the right to be forgotten or to restrict or object to data processing.

The Chair called for a vote to approve the revised Data Protection Policy. Vote: For: 8; Against: 0; Abstentions: 0. **The revised Data Protection Policy was approved.**

The revised Data Protection Policy will be circulated to members and employees and updated on the website.

11. Revised Employee Benefits Policy

The Chief Executive presented the revised Employee Benefits Policy. The Employee Benefits Policy was not reviewed by our lawyers given the nature of the proposed revisions and additions. The Full Time Officers would not participate in the discussion or vote on the Employees Benefits Policy as there was a conflict of interests.

The Chief Executive outlined the key changes including that removal of the reference to being a Living Wage Employer (although the organisation follows the pay rate increases), reference to the Flexi-Time Policy, clarification that workers are entitled to 20 minutes unpaid break for each 6 hours worked on a shift, additional information on the Enhanced Sick Pay, information on the new Employee Assistance Programme (EAP) that employees can reclaim the full cost of the flu vaccination and updated information on potential GCU staff discounts.

The Chair called for a vote to approve the revised Employee Benefits Policy. **Vote: For: 4; Against: 0; Abstentions: 0.** The revised Employee Benefits Policy was approved.

12. Revised Full Time Officer Accountability Schedule

The Chief Executive presented the proposed changes to the Full Time Officer Accountability Schedule. It was noted that the current Full Time Officer Accountability Schedule (Schedule 6 to the Constitution) was approved by the Trustee Board on 20th May 2019.

The Chief Executive provided an overview of the proposed changes and explained that the University Secretary & Vice Principal Governance and Nick Smith Consulting, who created the original concept of the Full Time Officer Accountability Schedule, had been consulted. Initial consultation had also taken place with the Executive Committee on 8th December 2021.

The revised Schedule currently has two options for clause 2.7 on whether a Full Time Officer who is removed from office through a Motion of Censure that results in No Confidence but is still on a registered on a programme of study is eligible or not to stand as a candidate in a future Full Time Officer election. Nick Smith Consulting has suggested that this decision is made by the University under the Education Act 1994.

The Board discussed the rationale that a No Confidence vote takes place at a meeting of Student Voice instead of with the Student Body. It was explained that Student Voice would better understand the work of a Full Time Officer. It was clarified that there are safeguards in place in that the Board may in exceptional circumstances overturn the decision of Student Voice for financial, legal or reputational reasons, including a Motion of Censure. It was explained that many associations and unions still operate under former model that a Motion of No Confidence could be accepted at any democratic meeting, where no criteria must be met in advance and where the Full Time Officer would not have time to prepare a response.

The Chief Executive explained that further consultation would take place in January and February 2022 with Student Voice members, the Executive Committee and with the University and that the final version would be presented for approval to the Student Voice meeting on the 21st February 2022, Trustee Board on 28th February 2022 and University Court on 20th April 2022.

13. Student Voice Update

The Chief Executive presented a paper providing an overview of the first and second meeting of Student Voice 2021/22.

The Board had a lengthy discussion on the decision of Student Voice not to approve affiliation of the PENSA Glasgow Society and whether to allow the society to continue to operate as a Starter Society.

The Chair called for a vote to allow the PENSA Glasgow Society to continue to operate as a Starter Society and for it to present its affiliation again to the next meeting of Student Voice. Vote: For: 7; Against: 0; Abstentions: 0. **The decision to allow PENSA to continue to operate as a Starter Society was approved.**

The Board had no questions about The EDIT Policy Document and the Radio Caley Policy Document. The Chair called for a vote to approve The EDIT Policy Document and the Radio Caley Policy Document. Vote: For: 8; Against: 0; Abstentions: 0. **The EDIT Policy Document and Radio Caley Policy Document was approved.**

14. Coronavirus Update

Following the announcement from both the First Minister and Prime Minister about the state of the pandemic and the Omicron variant, the decision has been taken to extend the closure of the Students' Association Building and London Office from Friday 17th December 2021 until Friday 21st January 2022. The organisation will move to working from home between 20th and 22nd December 2021 and 6th to 21st January 2022. The staff Christmas Lunch has also been moved online and student in person Christmas social events have been encouraged to be postponed or moved online. It is anticipated that most employees will move to four days on campus for Trimester B, with one day working from home. It is planned to re-open the Computer Lab and Group Study Rooms and for the Radio Station to operate in Trimester B. An updated article will be produced for members on our approach for Trimester B.

The Chair thanked the Activities Manager for his attendance. The Activities Manager left the meeting at 8.15pm.

15. Chief Executive Report

The Chief Executive provided an update on significant matters which are not covered elsewhere on the agenda. The revised Election Rules have been approved by Student Voice on 6th December 2021. The Full Time Officers will be undertaking a 360 Development Review on their performance and the feedback will be provided to them in January 2022. The Students' Association has worked with the Social Enterprise Academy Scotland to develop a refreshed Student Leaders Programme that is open to all GCU students. Partnering with ReciteMe, the Students' Association has launched new accessibility tools on the website. The Students' Association has partnered with Endsleigh Insurance to provide access to an Employee Assistance Programme powered by Health Assured. This aligns with the new Strategic Plan and the objective that the Students' Association will support and develop

physical health, mental health and wellbeing activities that lead to healthier and more resilient members and employees.

The Trustee Board previously approved on 17th May 2021 for a One-Off Recognition Payment of £300 (pro-rata for part-time employees) in recognition of the hard work of employees during the Coronavirus pandemic for all contracted employees who were employed on the 1st April 2021 and who continue to receive pay on the 19th May 2021. The award was subject to tax and NI. It was noted that there was no pay uplift during 2020/21. Through discussion with the Chair and Vice Chair it is proposed that all contracted employees receive a further One-Off Recognition Payment of £200 (pro-rata for part-time employees) who were employed on the 1st April 2021 and who continue to receive pay on the 19th December 2021. This takes the One-Off Recognition payment in line with the University and again would be subject to tax and NI. This would cost an unbudgeted £2,508.57. The Chair called for a vote to approve a One-Off Recognition Payment of £200. Vote: For: 4; Against: 0; Abstentions: 0. **The One-Off Recognition Payment was approved.**

16. Minutes of the meeting of the Extraordinary Trustee Board held on Monday 6th September 2021 and meeting of the Trustee Board on Monday 18th October 2021.

The Chair called for a vote to approve the minutes of the meeting of the Extraordinary Trustee Board held on Monday 6th September 2021. Vote: For: 6; Against: 0; Abstentions: 0. **The Extraordinary Trustee Board Minutes from Monday 6th September 2021 were approved.**

The Chair explained that the minutes from the Trustee Board held on Monday 18th October 2021 are not yet available.

17. Matters Arising

17.1 OSCR Guidance and Safeguarding

No progress has been made since the last meeting. An initial Safeguarding Policy draft has been started but this is awaiting the GCU Safeguarding Policy to conclude and ensure processes are aligned. This matter is ongoing. **Action: Chief Executive.**

17.1 External Trustee Appointment

In discussion with the Chair and Vice Chair it was decided to postpone the recruitment of the external trustee vacancy until later in the academic year and after progress has been made with the development of the strategic plan. This matter is ongoing. **Action: Chief Executive.**

The Chief Executive explained that through discussions with the Chair and Vice Chair they were keen to change the composition of the Trustee Board. It was proposed to change the composition from four Full Time Officers Trustees, four Student Trustees and four External Trustees to four Full Time Officer Trustees, three Student Trustees and five External Trustees. It was felt that this would better assist the governance of the Students' Association by providing more external expertise for the Board to utilise, whilst still demonstrating our values of being student-led. The new strategic plan identified that the Board were seeking External Trustees with expertise in HR, finance and commercial development/income diversification. The Board agreed by consensus for a short paper to be presented to the Student Voice to

propose this change to the composition of the Trustee Board in the By-Laws. **Action: Chief Executive.**

18. Executive Committee Report

The Board noted the Executive Committee Report.

19. Risk Register

The Board noted the Risk Register.

The Chair thanked everyone for their attendance and wished members a Merry Christmas and a Happy New Year.

The meeting ended at 8.26pm.

TRUSTEE BOARD MEETING

The minutes of the Trustee Board meeting held on Monday 28th February 2022 at 6.00pm on Microsoft Teams.

Present:

Adil Rahoo, Sabbatical Trustee (Chair)
Olivia Hall, Sabbatical Trustee
Tabitha Nyariki, Sabbatical Trustee
Priscilla Otuagoma, Sabbatical Trustee
Jan Savage, External Trustee (Vice Chair)
Podge Sheehan, External Trustee
Brian Beck, External Trustee
Paul Wilson, Student Trustee
River Gowans, Student Trustee
Dorota Makaruk, Student Trustee
Titilayo Adebayo, Student Trustee

Apologies:

None

In Attendance:

David Carse, Chief Executive
Kirsty McGregor, Senior Student Adviser (Until agenda item 11)
Gordon McTweed, Activities Manager (Until agenda item 11)
Melissa Cairney, Finance Manager (Until agenda item 11)
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 third Trustee Board meeting of 2021/22.

The Chair introduced Philip Morton, the new Executive Assistant and Clerk to the Trustee Board Meetings.

The Chair also provided some 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

The following individuals declared that they had Conflicts of Interests:

Item	Individuals with Conflicts of Interests	Manage Conflict
Item 6, Employee Pay Settlement 2022	River Gowans and Olivia Hall	River Gowans and Olivia Hall are both candidates in the Full Time Officer Elections 2022 and

		therefore potential employees and so will not take part in the discussions or vote about the Employee Pay Settlement.
--	--	---

3. Agenda Change of Order

The Chair asked members if anyone wished to move any items further up the agenda or moved into a different section. No items were asked to be moved on the agenda.

4. Draft Communication Strategy

In the absence of the Communications Co-ordinator, the Activities Manager introduced the first draft of the Communication Strategy. It was explained that this strategy will support the Communications and Impact Strategic Enabler in the Strategic Plan 2025. This draft provides a direction of travel for the final strategy that will be brought to the Trustee Board in May 2022 for approval. The Key Performance Indicators have still to be developed. An overarching principle in developing the Communications Strategy is that it can be delivered within current resources.

The strategy summarises our current communications environment, outlines objectives linked to the organisation wider strategic goals and acknowledges both the audience and engaged communications channels. The draft provides examples of key messages that acknowledges our wider strategic goals, suggested methods of achieving proposed communications objectives and outlining how progress can be monitored and evaluated.

The Activities Manager advised that the Communications Co-ordinator had sought feedback from Students' Association employees and also from the GCU Director of Communications and Digital Engagement in developing the strategy. It was confirmed that our Stakeholder Analysis had been used to develop the strategy. It was acknowledged within the strategy the limited resources for communications within the organisation. The Vice Chair offered support using her external expertise to support the Communications Co-ordinator in developing the final draft.

5. Management Accounts to January 2022

The Finance Manager presented the Management Accounts from the period to January 2022. The paper provided a summary of actual costs to the end of January 2022, against the Q2 reforecast. At the end of January 2022 there was income of £401,947 and expenditure of £347,510. The Balance Sheet as of 31st January 2022 was included showing the Students' Association financial position. The Finance Manager explained the commentary within the paper and that the Q2 reforecast had recently been undertaken. It was currently anticipated that surplus at financial year end will be c£5k.

The Board noted the current financial position and the discussions being held with Native. The Chief Executive highlighted that it was important to continue to remain prudent with expenditure in these uncertain times and where possible add further to the General Reserves.

6. Employee Pay Settlement 2022

The Chief Executive introduced the paper and explained that the Students' Association are continuing to follow the approach of the University pay settlement.

The Chair advised that River Gowans and Olivia Hall are both candidates in the Full Time Officer Elections 2022 and have potential conflicts of interests as they could be employees and so would not take part in the discussions or vote about the Employee Pay Settlement.

The Chair called for a vote to approve the Employee Pay Settlement 2022. Vote: For: 9; Against: 0; Abstentions: 0. **The Employee Pay Settlement 2022 was approved.**

7. Risk Register

The Chief Executive presented the paper and explained that the Risk Register is reviewed quarterly, with the last review in December 2021 and is fully reviewed and discussed annually by the Board. There were no proposed changes to the risks and no proposed changes to the Gross or Residual Risk Score. The Board were asked to note that changes to any actions and their timescales.

The Chair called for a vote to approve the Risk Register. Vote: For: 11; Against: 0; Abstentions: 0. **The Risk Register was approved.**

8. Draft Budget 2022/2023

The Chief Executive introduced the Draft Budget 2022/23 paper. He advised that the draft budget spreadsheet, latest risk register and draft operational plan were due to be submitted to the University by 16th March 2022.

The Chair called for a vote to approve the Draft Budget 2022/2023. Vote: For: 11; Against: 0; Abstentions: 0. **The Draft Budget was approved.**

9. Revised Schedules

The Chief Executive introduced each paper on the proposed changes to Schedule 1 (Membership), Schedule 4 (Elections) and Schedule 6 (Full Time Officer Accountability Schedule). He explained there had been extensive consultation on each Schedule with key stakeholders as outlined on the coversheet to each paper. The GCU Director of Governance and Legal has reviewed the proposed wording for each Schedule. Each Schedule presented had been approved by Student Voice on the 21st February 2022 and will also require the approval of University Court.

9.1 Schedule 1 (Membership)

The Chief Executive explained that there were two proposed changes to Schedule 1. The first proposed change is to make explicit that the current Full Time Officers are members of the Students' Association by adding Full Time Officers as Ordinary Members. The second proposal is the ability to suspend an individual students' membership of the Students' Association on the basis that a student has been suspended by the University. Whilst suspended the student would not be able to participate Students' Association activities, whether online or in person or be involved in our democratic activities. If the student becomes expelled, then they would cease to be a member of the Students' Association.

It was confirmed that a suspended student may attend a pre-arranged appointment(s) with a Student Adviser within the Advice Centre for ongoing support with representation of the alleged misconduct, including any appeals.

The Chair called for a vote to approve the revised Schedule 1 (Membership). Vote: For: 11; Against: 0; Abstentions: 0. **The revised Schedule 1 (Membership) was approved.**

9.2 Schedule 4 (Elections)

The Chief Executive explained that Schedule 4 (Elections) has undertaken a full review with the Chair of Student Voice and the Student Voice Team Leader and explained how Students' Association elections are governed. The Chief Executive highlighted the key proposed changes as outlined on the coversheet. It was noted that Student Voice had made an amendment to reintroduce the Elections Committee into the Schedule.

It was clarified that if a candidate withdrew before the election count then the website platform has functionality for this scenario. It was also clarified that a student who is suspended and was a candidate in an election then they would not be able to continue in the election.

The Chair called for a vote to approve the revised Schedule 4 (Elections). Vote: For: 11; Against: 0; Abstentions: 0. **The revised Schedule 4 (Elections) was approved.**

9.3 Schedule 6 (Full Time Officer Accountability)

The Chief Executive introduced the paper and explained that there had only been one change to the paper since it was last discussed by the Board in December 2021. Student Voice had been presented with three options for clause 2.7 and chose the option that reads "A Full Time Officer having been removed from office through a Motion of Censure that results in No Confidence but is still registered on a programme of study would not be eligible to stand as a candidate in the future Full Time Officer elections". It was agreed with Student Voice that this Schedule would not be enacted until 30th May 2022 to allow for a natural end for when the Outgoing Full Time Officers finish their time in office and the Incoming Full Time Officers start.

The Chair called for a vote to approve the revised Schedule 6 (Full Time Officer Accountability). Vote: For: 11; Against: 0; Abstentions: 0. **The revised Schedule 6 (Full Time Officer Accountability) was approved.**

10. Trimester A 2021/22 Report

The Activities Manager, Senior Student Advisor and Chief Executive (on behalf of the Student Voice Team Leader) discussed their aspects of the Trimester A 2021/22 Report.

The Activities Manager reported that Freshers Week had been largely successful in terms of recruitment and encouraging students to be involved in activities as well as the taster activities initiated by clubs and societies which is reflected by the uptake in sports and societies memberships. There were 715 sports club memberships in Trimester A, a massive bounce back from the pandemic numbers, with a total of 370 activities now available for students including the new Brazilian Jujitsu sports club. Working together with the Sports Council and the sports clubs' committees to make events happen with the help of volunteers has been a great effort and it was acknowledged that this increase in in-person activities are greatly helped from their input. The Student Leaders Programme has been refreshed for Trimester A through working in partnership with the Social Enterprise Academy and the University. There has been a slow uptake in Trimester A with 221 registered on the programme. Work has been undertaken to improve communications and streamline processes. There has been an improved registration in Trimester B. Affiliated societies are as healthy as they were pre-pandemic with a membership of 2,243.

Radio Caley is back broadcasting in Trimester A with a shorter schedule. Radio Caley have suffered from the loss of experienced volunteers as a result of the pandemic and are using alumni to build back to their operational levels pre-pandemic. The EDIT magazine has been very active in Trimester A with 37 members and we continue to support them with print and distribution as well as ensuring the copies get into the hands of students on campus.

The Senior Student Advisor confirmed that the Advice Centre has been open for in-person drop-ins and appointments as well as phone and online support since the start of Trimester A. It was challenging as a Student Adviser left on 22/09/2021 and not replaced until 13/12/2021 and student demand had been high in Trimester A. Advice Pro has now fully replaced paper recording systems in the Advice Centre for case management and reporting both on the Glasgow and London campuses. Statistics are still comparable to previous years and are presented as; quick queries, enquiries and case files. Advice Pro can be further developed to produce more usage information based on students' demographics. Plagiarism, student conduct and gender-based violence have all been pertinent issues in Trimester A. The Strathclyde and Caledonian Nightline Service merged with Glasgow University Nightline in Trimester A. The Nightline Service started online in Trimester A, Monday to Friday from 7am to midnight. Wellbeing events have started although uptake on online sessions, for example in connection with the National Lottery fund (suicide prevention and emotional resilience), have been lower than expected and may be due to similar sessions being delivered by GCU Wellbeing Services.

There were 89 students involved in liberation groups during Trimester A and activities included the '16 days of violence', black history month, hidden visibility lanyards campaign as well as championing for the appropriate use of Disabled Parking. The ethical environmental group, made up of 30 students have been extremely busy, particularly around COP26, including having access to the event green zones, they have hosted numerous banner making sessions as well as a very large uptake in completing Carbon Literacy Training. 381 students were registered as academic representatives, slightly on the lower side from previous years. Student Voice has 61 members and has worked effectively in a digital capacity whilst in-person meetings have been unfeasible. The Full Time Officers have had great success with pushing the University in terms COVID-19, the safe return to campus and high risk students on campus or those that live with those high risk and increasing discretionary funds for students. There have been various high profile politicians on campus to meet the Full Time Officers including the First Minister, Nicola Sturgeon to launch the free bus travel scheme for under 22's.

The Finance Manager, Activities Manager and Senior Student Advisor left the meeting at 7.30pm.

11. Student Voice Update

The Chief Executive introduced the paper on the update of the third Student Voice meeting 2021/22. He advised that the revised Board Membership Composition proposal from the Trustee Board was not successful.

The PENSA Glasgow Society affiliation was approved by Student Voice by a very small majority of votes, with most members abstaining from the vote (For: 7; Against: 6; Abstention: 13). This highlighted the level of discussion and debate on this society affiliation.

12. Impact of Coronavirus Update

The Chief Executive advised that from the 21st March 2022 there will be no legal requirement

in Scotland for mask wearing, for businesses to reduce the spread of COVID and the requirement to retain customer details. Self-isolation guidance remains in place at present. In England self-isolation is no longer applied and it is believed that at some point in the near future, that Scotland will take that same approach. The Students' Association will continue to work within campus guidance from the University and the Scottish Government universities coronavirus guidance (current version dated 23rd December 2021). It is anticipated the universities coronavirus guidance will shortly be updated. The Students' Association will need to revise its COVID-19 Overall Risk Assessment and guidance for clubs, societies and groups once the picture becomes clearer.

13. Chief Executive Report

The Chief Executive brought attention to the application submitted to GCVS under the Glasgow Community Mental Health and Wellbeing Fund for £10k to fund new and existing events and activities as a preventative approach to students' mental health, physical health and wellbeing during 2022/23.

14. Minutes of Trustee Meetings 18/10/21 and 13/12/21

There were no comments or questions regarding the minutes from the Trustee Board meeting of 18th October 2021 or 13th December 2021.

The Chair called for a vote to approve the minutes of the meeting of the Trustee Board held on Monday 18th October 2021. Vote: For: 10; Against: 0; Abstentions: 1. **The Trustee Board Minutes from Monday 18th October 2021 were approved.**

The Chair called for a vote to approve the minutes of the meeting of the Trustee Board held on Monday 13th December 2021. Vote: For: 9; Against: 0; Abstentions: 3. **The Trustee Board Minutes from Monday 13th December 2021 were approved.**

15. Matters Arising

15.1 OSCR Guidance and Safeguarding

No progress has been made since the last meeting. An initial Safeguarding Policy draft has been started but this is awaiting the GCU Safeguarding Policy to conclude and ensure processes are aligned. This matter is ongoing. **Action: Chief Executive.**

15.2 Board Member Recruitment

The Board discussed on 13th December 2021 that the Strategic Plan 2025 identified that the Board were seeking External Trustees with expertise in HR, finance and commercial development/income diversification. The Appointments Committee will meet to discuss the sought expertise and start the recruitment process for an External Trustee. **Action: Chief Executive.**

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 and Full Time Officer Grievances

The Board noted the Annual Report on Complaints and Full Time Officer Grievances.

19. Any Other Business

The Chief Executive informed the board of two social events coming up including the Election Results Party on 11th March 2022 in the Re:Union Bar and a leaving night for all previous employees, Full Time Officers and Vice Chair on 25th March 2022. All Trustees were encouraged to attend where possible.

The meeting ended at 8.10pm.

TRUSTEE BOARD MEETING

The minutes of the Trustee Board meeting held on Monday 16th May 2022 at 6.00pm on Microsoft Teams.

Present:

Adil Rahoo, Sabbatical Trustee (Chair)
Jan Savage, External Trustee (Vice Chair)
Olivia Hall, Sabbatical Trustee
Tabitha Nyariki, Sabbatical Trustee
Priscilla Otuagoma, Sabbatical Trustee
Podge Sheehan, External Trustee
Paul Wilson, Student Trustee
River Gowans, Student Trustee
Titilayo Adebayo, Student Trustee

Apologies:

Brian Beck, External Trustee
Dorota Makaruk, Student Trustee

In Attendance:

David Carse, Chief Executive
Sara Maclean, Student Voice Team Leader (Until agenda item 13)
Gordon McTweed, Activities Manager (Until agenda item 13)
Melissa Cairney, Finance Manager (Until agenda item 13)
Philip Morton, Clerk
Laiba Tareen
Chukwuma Egbujor
Jennifer Abali
John Mavileth
Bridget Eze
Isla Tasker
Miranda Torres

At 6pm the Chair commenced the meeting.

1. Chairs Announcements

The Chair welcomed and thanked the members for their attendance at the fourth Trustee Board meeting of 2021/22.

The Chair introduced the incoming Sabbatical Trustees and Student Trustees who will be joining the Trustee Board and who will participate as observers in this meeting.

The Chair provided some 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.

The Chair also advised that Melissa Cairney, Finance Manager, will be finishing on 23rd September 2022 for maternity leave and wished her all the best for the birth of her child.

2. Declaration of any Conflicts of Interest

There were no conflicts of interests declared.

3. Agenda Change of Order

There were no items moved on the agenda.

4. Management Accounts to March 2022

The Finance Manager presented the Management Accounts for the period to March 2022. The paper provided a summary of actual costs to the end of March 2022, against the Q2 reforecast. At the end of March 2022 there was income of £534,977 and expenditure of £466,258. The Balance Sheet as of 31st March 2022 was included showing the Students' Association financial position. The Finance Manager explained the commentary within the paper.

5. Native Agreement

The Activities Manager introduced the paper on the proposal from Native, that included proposed income and the standard Native agreements.

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

6. Changes to Bank Signatories

The Bank of Scotland requires the Trustee Board to consent to the change in bank signatories, as outlined within the paper.

The Chair called for a vote to approve the proposed changes to Bank Signatories. Vote: For: 9; Against: 0; Abstentions: 0. **The Changes to Bank Signatories were approved.**

7. Full Time Officer Competency Framework

The Chief Executive explained that we have worked with Coole Insight Ltd, an external consultancy company, to develop a Full Time Officer Competency Framework. The eight competencies are the same as The National Competency Framework for Students' Unions and our Staff Competency Framework, however the behaviours are different within each of the competencies. The Chief Executive advised there has been consultation with Student Voice on 4th April 2022 and the Executive Committee on 7th April 2022. There had also been feedback sought from the GCU Executive Board, Students' Association staff and Trustees.

It was advised that the Full Time Officer Orientation, Handover and Induction, in addition to conduct issues would be linked to the Full Time Officer Competency Framework. The Vice Chair welcomed this information and explained it would also be useful for Full Time Officers future employability. It is hoped that the Full Time Officers Development Reviews could evolve in future years to align to the Competency Framework. It was acknowledged that the Competency Framework is extremely comprehensive and there was a commitment to a future review to streamline. The Full Time Officers explained to the Board that this Competency Framework helps them better understand the behaviours required for their role.

The Chair called for a vote to approve the proposed Full Time Officer Competency Framework. Vote: For: 9; Against: 0; Abstentions: 0. **The Full Time Officer Competency Framework was approved.**

8. Transport Policy

The Activities Manager presented the proposed changes to the Transport Policy. He explained that the policy was reviewed in line with current legislation, current operating practice and insurance requirements. The policy has been consulted with the Sports Council and Societies Council and was approved by Student Voice on 4th April 2022.

The Activities Manager explained that the key changes include: addition of Representation Networks, reiterating that the use of hire vehicles are for Students' Association activities only, that there is no smoking or taking of illegal drugs in vehicles, that drivers must register prior to any hire, providing guidance on reportable information and updated driver eligibility information. It was confirmed that this guidance was for all sports clubs, societies, groups and networks and if travelling outside of Glasgow, the Students' Association can hire vehicles on their behalf.

The Chair called for a vote to approve the revised Transport Policy. Vote: For: 9; Against: 0; Abstentions: 0. **The Transport Policy was approved.**

9. Communications Strategy

The Activities Manager presented the updated Communications Strategy. This strategy will support the Communications and Impact strategic enabler in the Strategic Plan 2025. An overarching principle in developing the Communications Strategy is that it can be delivered within current resources. There was consultation on the draft Communications Strategy at the Trustee Board on the 28th February 2022, with the GCU Director of Communications and Digital Engagement and with employees. The updated version includes the proposed strategic objectives and Key Performance Indicators for the Strategic Plan 2025. The three main objectives within the strategy are: to increase engagement, to make the website and general communications accessible to all and to streamline communications to reduce the strain on our current capacity. The baseline information and targets will be set over the summer and reported to the Board in October 2022. **Action: Clerk.** There was a late decision to refresh our Key Messages in line with our values and intrinsic and extrinsic motivations of students. Therefore, this section of the strategy is not yet completed and will be finalised for the Board in October 2022. **Action: Clerk.** The Vice Chair acknowledged the great work in constructing

this strategy and felt it was worthy to share with the sector. The Board also felt the strategy was insightful and valuable.

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

10. Sustainability Policy

The Student Voice Team Leader presented the revised Sustainability Policy. It was noted that there had been consultation with the Ethical and Environmental Committee, the Executive Committee and the policy has been approved by Student Voice on 4th April 2022. However, further changes were proposed after the Student Voice meeting and these proposed changes had been consulted with the Ethical and Environmental Officer.

The proposed changes to the Sustainability Policy include: better articulation of governance for sustainability, instead of general reference to general codes of practice that there is explicit reference to Green Impact Students' Unions and Quality Students' Unions accreditations, the Green Impact Students' Unions is used to help us demonstrate, monitor and evaluate success and sustainability progress, that we will provide information on what we are doing on sustainability to our members and how GCU students can get involved, we will use the data from the University to draft an efficiency strategy for the Students' Association Building and actively work to reduce our water consumption, non-recyclable waste and energy usage and we will encourage sustainability-related activity through the academic schools by actively building relationships, this may be in research or teaching (ie SDG Teach In).

It was confirmed that the key measure of success within the revised Sustainability Policy is using Green Impact Students' Unions to help us demonstrate, monitor and evaluate success and sustainability progress. It was acknowledged that the Students' Association relies on the University to measure energy use, water use, recycling use and waste. It was confirmed that the ban on domestic flights was still included within the Financial Policy and Procedures. The Trustee Board will continue to receive updates on progress made against the Green Impact Students' Union accreditation.

The Chair called for a vote to approve the revised Sustainability Policy. Vote: For: 9; Against: 0; Abstentions: 0. **The Sustainability Policy was approved.**

11. Trimester B Report 2021/22

The Chair, Vice Chair and Chief Executive agreed to bring the Trimester B 2021/22 report at the next Board meeting due to time constraints. **Action: Clerk.**

12. Full Time Officer Elections 2022

The Student Voice Team Leader presented the Full Time Officer Elections 2022 paper. The Full Time Officer elections took place during week 6 in Trimester B 2021/22. Polls opened at 10am on Monday 7th March 2022 and closed 5pm on Thursday 10th March 2022. The nominations opened on the 10th January 2022 and was open for 6 weeks closing on the 18th February

2022. 18 students submitted nominations and after 6 withdrew there were 12 students on the ballot. Turnout was significantly down this year with 1,924 students casting their ballot, 322 votes less than last year's turnout and 1,010 votes less than the average voter turnout since the new FTO model began in 2016.

There is a trend in the number of international students as candidates. In 2018 when the Students' Association first elected an international student as a Full Time Officer, 27% of candidates were international and now 67% of candidates are international students. There has also been a trend in more postgraduate taught students standing in the election. In 2018, 18% of the candidates were PGT and this year, 56% were PGT.

Even though we were back on campus, the amount of in-person campaigning that took place by candidates was significantly lower than pre-covid due to the lower footfall of students on campus and no in-person lectures. Interestingly though, candidates mainly relied on print advertising (posters and flyers) which were scattered around campus and there was limited online campaigning, especially in comparison to the previous year when the election was entirely online. It was felt Students' Association staff should play a greater role in promoting the election, particularly when there was lower candidate engagement. It was suggested that GCU Learn could have a huge effect on student engagement. It was also commented that we expanded training support this year and integrated the Student Leaders Programme during training week although it has been thought that this strategy may have overwhelmed some of the candidates.

The announcement of the results was hosted in the Re:Union Bar as well as live streamed on Facebook and YouTube on Friday 11th March 2022. The winning candidates were Laiba Tareen (Glasgow School for Business and Society), Jennifer Abali (School of Health and Life Sciences), Chuma Egbujor (School of Health and Life Sciences) and Olivia Hall (Glasgow School for Business and Society). Olivia Hall decided not to continue to be a Full Time Officer for 2022/23 and John Mavileth was the next placed candidate who was able to accept the position. Laiba Tareen, as the candidate with the most votes, was offered and accepted the position of Student President for 2022/23.

The Student Voice Team Leader confirmed that the Students' Association will begin election planning meetings over the summer to strategise for next year. Consideration will be given to offering manifesto training prior to or after the close of nominations. After several attempts, it was confirmed that there was only two respondents to the Candidates Survey. A discussion took place on encouraging candidates to dispose and recycle candidate materials and the benefits and limitations of imposing sanctions. The Student Voice Team Leader explained that national statistics are not yet available but anecdotally there appears to have been a lower turnaround across the sector. Podge Sheehan acknowledged turnout being down across the sector and along with inexperienced campaigning candidates, that students may simply not be knowledgeable of what a students' association or union does and the services that it provides.

It was discussed if the NUS Delegation Election could be moved to be at the same time as Full Time Officer Elections and whether this would increase voter turnout. The Student Voice

Team Leader explained that this would not increase engagement with the Full Time Officers Elections but would increase our engagement with NUS Delegation Elections.

13. Student Voice Update

The Student Voice Team Leader introduced the paper on the update of the fourth Student Voice meeting 2021/22.

The Chair thanked the Finance Manager, Activities Manager and Student Voice Team Leader for their contributions before they left the meeting.

14. Impact of Coronavirus Update

The Chief Executive confirmed that from June 2022 the Students' Association COVID-19 Overarching Risk Assessment would be reviewed and streamlined and reviewed against the GCU risk assessment and Scottish Government Universities Guidance. It was also planned to remove the COVID Guidance on Face to Face Student Activities for Clubs, Societies and Groups. It was decided to remove the Impact of Coronavirus Update as a standing agenda item for Board meetings and any further updates to Board would be included in the Chief Executive report.

The Chair advised that learning and teaching would predominantly be in person delivery for the academic year 2022/23, supplemented by online/blended activities that may be either synchronous or asynchronous. There will be a minimum of 75% of timetabled classes in person.

It was noted that staff could work from home for up to two days a week during the summer and would return to working one day from home for Trimester A. It was anticipated that Full Time Officers would work from home one day a week during the summer as not to impact on Handover and Induction.

It was confirmed that the Students' Association will continued to follow the NHS Scotland COVID guidance that employees should stay at home and avoid contact with other people if you have symptoms of a respiratory infection such as coronavirus and have a high temperature and do not feel well enough to go to work or carry out normal activities. Employees are encouraged to stay at home until they no longer have a high temperature or until they feel better. Whilst we don't have a formal policy, employees in the interim who have tested positive for COVID can continue to work from home for five days if they feel able.

15. Chief Executive Report

The Chief Executive highlighted that Olivia Hall has decided not to continue as a returning Full Time Officer 2022/23 and John Mavileth was the next placed candidate who was able to accept the position. We are working with the University on revising the Student Partnership Agreement. The Students' Association was awarded £10,000 from the Glasgow Community Mental Health and Wellbeing Fund to fund new and existing events and activities as a preventative approach to students' mental health during 2022/23. The Vice President SHLS

and Activities Manager secured an additional grant of £6k from the University due to increased costs with organising sports during the pandemic. The Computer Lab has reopened 9am to 9pm Monday to Friday in the interim.

16. Minutes of Trustee Meeting 28/02/22

The Chair called for a vote to approve the minutes of the Trustee Board held on Monday 28th February 2022. Vote: For: 9; Against: 0; Abstentions: 0. **The Trustee Board Minutes from Monday 28th February 2022 were therefore approved.**

17. Matters Arising

17.1 OSCR Guidance and Safeguarding

No progress has been made since the last meeting. An initial Safeguarding Policy draft has been started but this is awaiting the GCU Safeguarding Policy to conclude and ensure processes are aligned. This matter is ongoing. **Action: Chief Executive.**

17.2 Board Member Recruitment

The Board discussed on 13th December 2021 that the Strategic Plan 2025 identified that the Board were seeking External Trustees with expertise in HR, finance and commercial development/income diversification. The Appointments Committee will meet to discuss the sought expertise and start the recruitment process for an External Trustee. **Action: Chief Executive.**

17.3 Employee Costs 2023/24

The employee costs for 2023/24 would be produced for the auditors and shared with the Trustees. **Action: Chief Executive.**

18. Executive Committee Report

The Board noted the Executive Committee Report.

19. Risk Register

The Board noted the Risk Register.

20. Annual Cycle of Business 2022/23

The Board noted the Annual Cycle of Business 2022/23.

21. Student Trustee and External Appointments

The Board noted the Student Trustee appointments.

22. Any Other Business

22.1 Independent investigation into allegations of antisemitism within NUS

The Chair advised that NUS has announced that Rebecca Tuck QC will lead an independent investigation into allegations of antisemitism within NUS. NUS worked closely with the Union of Jewish Students to make the appointment and to agree the Terms of Reference. The investigation will look at recent allegations as well as historic matters and broader culture. [Clerk's Note: Further information is available from www.nus.org.uk/more/nus-independent-investigation-into-antisemitism.] The Chair advised that the Board would be kept update on any developments.

22.2 Independent NUS Scotland Motion

The Student President added that a motion had been passed for an independent NUS Scotland at the NUS Scotland Conference 2022. [Clerk's Note: Further information is available from www.nusconnect.org.uk/articles/nus-scotland-adopts-policy-in-favour-of-an-independent-nus-scotland.] The Chair advised that the Board would be kept update on any developments.

22.3 Appointments Committee

The Chair asked for nominations for the Appointments Committee. Isla Tasker and Podge Sheehan came forward and were appointed as members of the Appointments Committee. The Chair was authorised by the Board to secure a Sabbatical Trustee to sit on the Appointments Committee. **Action: Chair.**

22.3 Honorary Life Memberships

The Chair thanked the outgoing Sabbatical Trustees and Student Trustees for their service on the Board and that they would receive an Honorary Life Membership. The Vice Chair thanked the Chair for their commitment to the Board and for chairing meetings. The Chair added a thank you to all employees and Trustees for all the work over the past year.

The meeting ended at 8.15pm.