

**TRUSTEE BOARD MEETING**

**The Minutes of the Trustee Board meeting held on Monday 21<sup>st</sup> October 2019 at 6.00pm in NH209.**

**Present:**

Eilidh Fulton, Sabbatical Trustee **(Chair)**  
Moses Apiliga, Sabbatical Trustee  
Susan Docherty, Sabbatical Trustee  
Bethany Stevenson, Sabbatical Trustee  
Jan Savage, External Trustee  
Brian Beck, External Trustee  
Stuart McCallum, External Trustee  
Podge Sheehan, External Trustee (via telephone)  
Genesis Kusu-Ter Nongo, Student Trustee  
Raheel Aslam, Student Trustee  
Nicole Percival, Student Trustee  
John Kim Flores, Student Trustee

**Apologies:** None

**In Attendance:**

David Carse, Chief Executive  
Caroline Miller, Representation and Advice Manager (until item 11)  
Melissa Cairney, Finance Manager (until item 11)  
Gordon McTweed, Activities Manager (until item 11)  
Jenny Simpson, Wylie and Bisset LLP (until item 4)  
Kathryn Collins, Clerk

**At 6.00pm the Chair commenced the meeting.**

**1. Chairs Announcements**

The Chair welcomed and thanked the members for their attendance at the meeting and facilitated introductions around the table.

The Chair explained that our External Auditors, Wylie and Bisset, will be presenting the Audited Accounts 2019 for agenda item 4.

**2. Declaration of Interests**

The Chair asked members if there were any declaration of interests. No items were asked to be moved on the agenda.

**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 2019**

Jenny Simpson, a Partner from Wylie Bisset LLP, our external auditors, presented the Audited Accounts 2018/19, the Management Letter and the Letter of Representation. The total income from all sources was £758,150 (2018; £769,640). The Students' Association has continued to benefit from the recognition and support from the University, with £648,760 funding from Glasgow Caledonian University. In addition, the Students' Association generated £109,390 income. The total expenditure was £759,526 (2018; £735,233). The expenditure was broken down as £283,799 for Student Engagement, £156,827 for Student Support and £318,900 for Student Activities. The deficit for the year was £1,376 (2018: surplus of £34,407). A total of £124,497 was retained within the reserve accounts (2018; £125,873).

It was noted that the accounts have been to the University Finance and General Purposes Committee on 14<sup>th</sup> October 2019 for information.

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 31<sup>st</sup> July 2019. The auditors highlighted that the General Funds were £27,670 and that Trustees should consider increasing this amount. In discussing the Balance Sheet, the auditors felt there was a strong position of £104,426 for the Net Current Assets, a measure of an organisations solvency. In discussing the Management Letter, there were no recommendations to consider.

The Chair thanked Jenny Simpson for attending and thanked Wylie and Bisset LLP for a smooth audit.

The Chair called for a vote to approve the Students' Association Accounts 2018/19 and the Letter of Representation. **Vote: For: 12; Against: 0; Abstentions: 0.** The Audited Accounts 2018/19 and Letter of Representation were approved. The Management Letter was noted.

Jenny Simpson invited Trustees to attend the free Wylie & Bisset Annual Charity Seminar on 6<sup>th</sup> November 2019 at Hampden Park, Glasgow.

*Jenny Simpson left the meeting at 6.15pm.*

#### **5. Management Accounts 2018/19**

The Finance Manager explained that the paper is a summary of actual costs at 31<sup>st</sup> July 2019, against the Q1 Forecast 2018/19. The Board had approved a planned deficit in the Base Budget 2018/19. At the end of the financial year the total income from all sources was £758,150 and the total expenditure was £759,526. The deficit for the year was £1,376.

#### **6. Management Accounts to September 2019**

This paper is a summary of actual costs to the end of September 2019, against the provisional Base Budget 2019/20. At the end of September 2019 there was income of £189,862 and expenditure of £153,684. The Balance Sheet as of 30<sup>th</sup> September 2019 was included and showed the Students' Association Financial Position. The Finance Manager outlined the main variances are outlined in the commentary. The Board noted the current financial position.

It was explained that a Quarter 1 Reforecast is planned in November 2019.

#### **7. Base Budget 2019/20 and Budget Projections**

The Chief Executive explained the paper outlines the proposed Base Budget 2019/20 and a forecast for the next three years. The Base Budget 2019/20 was developed based on the draft budget submitted to the Board in February 2019, the confirmed Block Grant from the University, actual income and

expenditure in 2018/19 and planned activity. The Base Budget 2019/20 anticipates total income and expenditure being £729,161. It is anticipated to have a break even budget, with the aspiration to generate a small surplus to meet the KPI within the Bigger Plan 2020.

The Board discussed the Block Grant from the University and the fourth real-terms cut and the impact it has had on the Students' Association. The Board asked for data from other Students' Associations to see if there is a trend across all Students' Associations. The Chief Executive said he already had data from 2018 which he can provide for the December Trustee Board meeting. **Action: Chief Executive.** The Chief Executive explained that the Planning Round submission for the University would begin in December 2019 and a paper would be developed with the input of the Board.

The Chair called for a vote to approve the Base Budget 2019/20. **Vote: For: 12; Against: 0; Abstentions: 0.** The Base Budget 2019/20 was approved.

## **8. National Student Survey (NSS) Results 2019**

The Representation and Advice Manager presented the Students' Association NSS Survey Result 2019. The NSS asks final year undergraduate students 27 questions, relating to 8 aspects of the learning experience. Students are also given the opportunity to make positive and negative comments in an open answer question. The results of the NSS are published at Unistats.com to help prospective students make informed decisions of where and what to study.

The students' association question is "The students' union (association or guild) effectively represents students' academic interests" (question 26). The Students' Association receive a 52% satisfaction score in 2019, the same as the Scottish sector average and down on the UK sector (56%). The Board discussed the findings within the report. It was confirmed that the Students' Association performed significantly better when the question was about satisfaction. It was also confirmed from the Alterline Research conducted during 2018/19 that GCU students answered the question in respect to employability, learning and teaching, student wellbeing and mental health and life skills. There is a NSS Working Group within the Students' Association with action points to try and improve our score.

## **9. The Bigger Plan 2020 Year 3 Update**

The Chief Executive presented the Bigger Plan 2020 Year 3 Progress Report and the progress made towards the Key Performance Indicators (KPIs) and the Big Actions in Year 3. He explained that the wider achievements were included within the Annual Report in the Audited Accounts 2019 and the commercial analysis within the Management Accounts to 31<sup>st</sup> July 2019. He explained that the KPIs set are ambitious in order to stretch the organisation.

The Chief Executive discussed the progress made with each KPI, whether the target was met (R.A.G status) and the performance compared to last year. The Chief Executive also highlighted the Big Actions that had been achieved. It was noted that the number of ideas submitted was still challenging. There was also a discussion on the reserve level and the timeframe in achieving this. The Board thanked Officers and staff for all their hard working during 2018/19. It was highlighted that the achievements had been communicated in the Impact Video and through social media.

## **10. Annual Student Survey 2019**

The Chief Executive introduced the paper and explained that the Students' Association worked with the University of Strathclyde Students' Association, Edinburgh University Students' Association, Heriot-Watt University Students' Association and Queen Margaret University Students' Union on a joint annual student satisfaction survey. Why Research were commissioned to evaluate the findings that are broken down individually by students' association and through a benchmarking report. A separate survey was also conducted internally for GCU London students. The Chief Executive advised that many survey questions formed KPIs within The Bigger Plan 2020.

The Chief Executive talked through the main areas where scored had slightly reduced compared to the previous year and the overall performance was discussed by the Board. The Chief Executive explained that the results help inform the Operational Plan. He explained that the survey would be conducted internally during 2019/20 for both the Glasgow and London campuses.

#### **11. Operational Plan 2019/20**

The Chief Executive talked through the Operational Plan 2019/20 paper which outlines how the organisation will process Year 4 of the Bigger Plan 2020. The Chief Executive explained that this is an organic document and this paper provides a snapshot as of 16<sup>th</sup> October 2019. The Chief Executive added that the Full Time Officers had still to have their team and individual objectives approved. The Board discussed and noted the paper.

*The Senior Management Team left the meeting at 7.07pm.*

#### **12. Building Proposal Update**

The Chair provided the context to a potential building move for the Students' Association. The Chair explained that the University had proposed moving all the services and facilities from Level 0 of the Students' Association Building to Level 0 of the CEE Building to make room for an external Imaging Centre. The Chair explained that this should have taken place during Summer 2019 but that it has been delayed by the external company citing Brexit as the main reason. The University agreed that the Students' Association could remain using Level 0 and that a new notice period (6 months) would be provided should the project be restarted.

#### **13. Chief Executive Report**

The Chief Executive highlighted the Election Rules have been revised based on benchmarking against the GCU Staff Election Rules and feedback from candidates last year and would be presented at Student Voice for approval. As part of the Constitutional Review he explained that the By-Laws have been revised and will be presented at Student Voice for approval. It was highlighted that a sponsorship agreement has been made in principle with BaxterStorey for the Re:Union Bar & Grill. The Chief Executive said that the current term of office for the Vice Chair comes to an end on 28<sup>th</sup> October 2020 and it was agreed that the next Vice Chair would be selected at the December Board, to assist succession planning.

#### **14. Trustee Board Previous Minutes**

The Chair called for a vote to approve the minutes of the meeting of the Trustee Board held on Monday 20<sup>th</sup> May 2019. **Vote: For: 5; Against: 0; Abstentions: 0.** The Trustee Board Minutes from 20<sup>th</sup> May 2019 were therefore approved.

#### **15. Matters Arising**

##### **15.1 Document Finance Systems**

This has become an Objective for the Finance Manager during 2019/20. The matter is resolved.

##### **15.2 Transitional Arrangements for the Chief Executive position**

The Chair and Vice Chair are progressing the actions delegated by the Board and continuing to progress the action. This matter is ongoing. **Action: Chair and Vice Chair.**

### **15.3 Safeguarding**

An initial Safeguarding Policy draft has been started but we are awaiting the GCU Safeguarding Policy to conclude and ensure processes are aligned. This matter is ongoing. **Action: Chief Executive.**

### **15.4 Radio Station Policy Document**

Radio Caley has proposed the final text to be added to the Radio Station Policy Document in relation to the offensive language clause. The Board discussed the proposal. The Chair called for a vote to approve the Radio Station Policy Document in relation to the final wording for the offensive language clause. **Vote: For: 12; Against: 0; Abstentions: 0.** The Radio Station Policy Document was approved.

### **16. Executive Committee Report**

The Board noted the Executive Committee Report.

### **17. Risk Register**

The Board noted the Risk Register.

### **18. Trustee Appointments**

The Board noted the appointed Trustees.

### **19. Register of Interests**

The Board noted the Register of Interests.

### **20. Annual Review of Accreditations**

The Board noted the annual review of accreditations.

### **21. Any Other Business**

Brain Beck added that he is now the owner of a company and asked that this was reflected in the Register of Interests. **Action: Chief Executive.**

**The meeting closed at 7.41pm**

**TRUSTEE BOARD MEETING**

**The Minutes of the Trustee Board meeting held on Monday 9<sup>th</sup> December 2019 at 6.00pm in NH209.**

**Present:**

Eilidh Fulton, Sabbatical Trustee (**Chair**)  
Moses Apiliga, Sabbatical Trustee  
Susan Docherty, Sabbatical Trustee  
Bethany Stevenson, Sabbatical Trustee  
Jan Savage, External Trustee  
Stuart McCallum, External Trustee  
Podge Sheehan, External Trustee (via telephone)  
Genesis Kusu-Ter Nongo, Student Trustee  
Nicole Percival, Student Trustee  
John Kim Flores, Student Trustee

**Apologies:**

Brian Beck, External Trustee  
Raheel Aslam, Student Trustee

**In Attendance:**

David Carse, Chief Executive (Clerk)  
Caroline Miller, Representation and Advice Manager (until item 8)  
Melissa Cairney, Finance Manager (until item 8)  
Gordon McTweed, Activities Manager (until item 8)

**At 6.00pm the Chair commenced the meeting.**

**1. Chairs Announcements**

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

The Chair advised that Kathryn Collins, Executive Assistant and Clerk to the Trustee Board, had left employment with the Students' Association. The Chair thanked Kathryn Collins for all her hard work and wished her all the best for the future.

It was noted that the Chief Executive would be clerking the meeting.

**2. Declaration of Interests**

The Chair asked members if there were any declaration of interests. The following individuals have conflicts of interests:

Item	Individuals with Conflicts of Interests	Manage Conflict
Item 9, Pay Settlement 2020	Eilidh Fulton, Moses Apiliga, Bethany Stevenson, Susan Docherty and David Carse	Moses Apiliga, Bethany Stevenson, Susan Docherty would leave the room for the discussion and vote. Eilidh Fulton would remain present for the discussion and vote in order to provide context to aspects of the paper but not participate in the discussion on Full Time Officer pay or vote on that

		part of the discussion. The Chief Executive would remove himself for the discussion on his salary.
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### 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. Management Accounts to October 2019

This paper is a summary of actual costs to the end of October 2019, against the Base Budget 2019/20. At the end of October 2019 there was income of £266,614 and expenditure of £211,293. The Balance Sheet as of 31<sup>st</sup> October 2019 was included and showed the Students' Association Financial Position. The Finance Manager outlined the main variances are outlined in the commentary. The Board noted the current financial position.

It was explained that a budget reforecast is planned for January 2020 and not December 2019 as outlined in the paper.

### 5. Vice Chair Election

The Chair explained it was decided to elect the Vice Chair at the December 2019 Board in order to have a handover period. It was noted that the current Vice Chair, Stuart McCallum, finishes his term of office as an External Trustee in October 2020. The newly elected Vice Chair would start this position in October 2020 and is required to be an External Trustee with at least a year experience of being a trustee.

Jan Savage put herself forward for election as Vice Chair. The Chair called for a vote to elect Jan Savage as Vice Chair from 30<sup>th</sup> October 2020. **Vote: For: 9; Against: 0; Abstentions: 1.** Jan Savage was therefore elected Vice Chair from 30<sup>th</sup> October 2020.

### 6. Freshers Week Report 2019

The Activities Manager presented the Freshers Report for discussion. The report gave a review and analysis of Freshers' Week 2019 events and activities. The reports showed some excellent student engagement with the Freshers' Team volunteers, induction workshops, sports clubs and societies come and try sessions, a successful Freshers' Fayre and Outdoor Market. The Activities Manager explained that the joint Freshers brand and partnership working with the University had been strong for Freshers.

A discussion took place on the trend of increasing requests for induction workshops but this not translating in a step change in numbers attending. The way that workshops and rooms are booked could have an impact on workshop numbers and would be reviewed for the future. It was noted that Freshers was evaluated through the New2GCU Survey conducted by the University. It was established that the Freshers Pack/Wristband offering had changed over the years from selling Nightclub entry with no overheads to more of a service/goods offering with overheads. The benefits of the current Freshers Pack was that it was more inclusive. The environmental sustainability was being considered for future years, such as the removal of freshers mailing or materials printed on recyclable materials.

### 7. Student Voice Update

The Representation and Advice Manager presented the Student Voice Report which was a review of the first and second meeting of Caledonian Student Voice of 2019/20. The items, including Ideas, that were approved were highlighted. It was noted that the recommendation to the Board would not approve the Societies Policy Document or The EDIT Policy Document as they failed to sufficiently take

into account the Staff/Student Protocol. The Chief Executive would provide this feedback. **Action: Chief Executive.** It was noted that a revised Societies Policy Document was making its way through the governance structures. The Chair called for a vote to approve the Sports Policy Document. **Vote: For: 10; Against: 0; Abstentions: 0.** The Sports Policy Document was therefore approved.

## **8. Strategic Planning**

The Chief Executive advised that The Bigger Plan 2020, four-year strategic plan, was due to finish in Summer 2020. He explained that the next strategic plan was to be developed during this academic year 2019/20 but given the current staff vacancies, the risks outlined within the Risk Register and other big GCU projects (such as ELIR) that this was proving difficult to start to develop. He added that as The Bigger Plan 2020 had some Big Actions still to be completed and that the detail of the GCU Strategy 2030, 10-year strategic plan and its KPIs had not yet been communicated to the wider GCU community and therefore extending the current strategic plan by one year would seem prudent. He therefore proposed that the next strategic plan is developed during 2020/21 and then a four-year strategic plan from 2021/22 to 2024/25. This would ensure that the strategic plan was aligned to the GCU strategic plan.

The Board discussed this proposal and there was a consensus on this approach. It was agreed that this would provide an opportunity to review the Mission, Vision and Values, if required. It was discussed that rather than seek external research on the strategic plan that internal and external surveys and research is utilised. It was agreed that a 10-year strategic plan would not be suitable for the Students' Association. It was noted that any Building move may have a significant impact on a future strategic plan.

*The Activities Manager, Finance Manager and Representation and Advice Manager left the meeting.*

## **9. Employee Pay Settlement 2020**

As the Sabbatical Trustees and Chief Executive were employees, their conflicts of interests would be managed as discussed earlier in the meeting.

*Moses Apiliga, Susan Docherty and Bethany Stevenson left the room.*

The Chief Executive presented the Employee Pay Settlement 2020 paper. A discussion took place on the paper and there was a consensus on the approach outlined within the paper, underpinned by national and local sector benchmarking and working to ensure market attractiveness. It was felt by Trustees that the proposed point for the Full Time Officers should be moved from point 15 to point 16 on grade AP1, in order to be in line with national benchmarking and the local market. It was felt this would also make standing at a candidate in the Full Time Officer Elections more attractive. It was agreed that a national benchmarking was conducted on a more regular basis, for instance when national benchmarking is conducted by NUS.

*The Chief Executive left the meeting.*

The Board discussed the section of the report on the Chief Executive salary benchmarking.

*The Chief Executive returned to the meeting.*

The Chair called for a vote to approve the recommendations with the Employee Pay Settlement 2020. Firstly, to approve the proposed staff Salary Scale effective from 1<sup>st</sup> April 2020. **Vote: For: 7; Against: 0; Abstentions: 0.** Secondly, to approve the student staff hour rate increases from £9.00 to £9.30 from 1<sup>st</sup> April 2020. **Vote: For: 7; Against: 0; Abstentions: 0.** Thirdly, to approve the Full Time Officers moving from GS, point 12 and move to AP1, point 16 from 1<sup>st</sup> April 2020. **Vote: For: 6; Against: 0; Abstentions: 1.**



*Moses Apiliga, Susan Docherty and Bethany Stevenson returned to the room.*

#### **10. Three Year Reforecast**

The Chief Executive presented the Three Year Forecast paper produced for the financial years 2020/21, 2021/22 and 2022/23. He added that as the proposed Grade/Point for the Full Time Officers had now changed, this would need updated within the Forecast.

The Board discussed anticipated income, staff costs, expenditure and the assumptions made in the forecast. Closer partnership working with other associations in greater Glasgow could be explored. It was noted that if the Block Grant did not increase in future years that the Board would need to discuss various options. It was agreed for Trustees to have a further discussion on prioritisation of activity.

**Action: Chief Executive.**

#### **11. Chief Executive Report**

The Chief Executive highlighted the Scottish Block Grant Analysis 2017/18 completed to date, the UCU Industrial Action and Key Dates. The Vice Chair offered to assist the Chief Executive to conduct deeper analysis of the Scottish Block Grant Analysis 2017/18. **Action: Vice Chair.**

#### **12. Chief Executive Objectives 2019/20**

The Chair presented the proposed Chief Executive Objectives 2019/20. The Chair called for a vote to approve the Chief Executive Objectives 2019/20. **Vote: For: 10; Against: 0; Abstentions: 0.** The Chief Executive Objectives 2019/20 were therefore approved.

#### **13. Building Proposal Update**

The Chair advised that there had been no further developments.

#### **14. Trustee Board Previous Minutes**

The Chair called for a vote to approve the minutes of the meeting of the Trustee Board held on Monday 21<sup>st</sup> October 2019. **Vote: For: 10; Against: 0; Abstentions: 0.** The Trustee Board Minutes from 21<sup>st</sup> October 2019 were therefore approved.

#### **15. Matters Arising**

##### **15.1 Transitional Arrangements for the Chief Executive position**

The Chair and Vice Chair are progressing the actions delegated by the Board and continuing to progress the action. This matter is ongoing. **Action: Chair and Vice Chair.**

##### **15.2 Safeguarding**

An initial Safeguarding Policy draft has been started but we are awaiting the GCU Safeguarding Policy to conclude and ensure processes are aligned. This matter is ongoing. **Action: Chief Executive.**

##### **15.3 Radio Station Policy Document**

The offensive language clause in the Radio Station Policy Document was approved at the meeting of the Board on 21<sup>st</sup> October 2019. This action was therefore resolved.

#### **15.4 Scottish HE Block Grant Analysis 2017/18**

The Scottish HE Block Grant Analysis 2017/18 was nearly completed but a few FOI requests were outstanding. This matter is ongoing. **Action: Chief Executive.**

#### **16. Executive Committee Report**

The Board noted the Executive Committee Report.

#### **17. Risk Register**

The Board noted the Risk Register.

#### **18. Any Other Business**

None

**The meeting closed at 8.30pm**

**TRUSTEE BOARD MEETING**

**The Minutes of the Trustee Board meeting held on Monday 24<sup>th</sup> February 2020 at 6.00pm in NH209.**

**Present:**

Eilidh Fulton, Sabbatical Trustee (**Chair**)  
Moses Apiliga, Sabbatical Trustee  
Susan Docherty, Sabbatical Trustee  
Bethany Stevenson, Sabbatical Trustee  
Jan Savage, External Trustee  
Stuart McCallum, External Trustee  
Genesis Kusu-Ter Nongo, Student Trustee  
Nicole Percival, Student Trustee

**Apologies:**

Brian Beck, External Trustee  
Podge Sheehan, External Trustee  
John Kim Flores, Student Trustee

**In Attendance:**

David Carse, Chief Executive (Clerk)  
Caroline Miller, Representation and Advice Manager (until item 8)  
Melissa Cairney, Finance Manager (until item 8)  
Gordon McTweed, Activities Manager (until item 8)

**At 6.00pm the Chair commenced the meeting.**

**1. Chairs Announcements**

The Chair welcomed and thanked the members for their attendance at the meeting. The Chair advised members that Raheel Aslam had resigned as a Trustee on the 5<sup>th</sup> February 2020.

**2. Declaration of Interests**

There were no declarations of interests declared.

**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. Management Accounts to January 2020**

The Finance Manager talked through the paper and explained actual costs to the end of January 2020, against the Q2 Reforecast Budget 2019/20. The Q2 Reforecast took place in January 2020. At the end of January 2020 there was income of £433,803 and expenditure of £383,384. The Balance Sheet as of 31st January 2020 was included and showed the Students' Association Financial position. The Finance Manager outlined the main variances as outlined in the paper.

The Chief Executive advised that in the Q2 Reforecast that it was currently hoped to achieve a modest surplus and to meet the strategic KPI of putting £2,500 annually into the General Reserves. Based on

the discussion with the external auditors at the Board meeting in October 2019, the Board discussed and recognised the importance of building the Students' Association reserve levels.

## **5. Risk Register**

The Chief Executive introduced the Risk Register paper and explained that the Risk Register is fully reviewed annually at the February Board meeting. He added that the Risk Register is aligned to The Bigger Plan 2020 and is required to be submitted as part of the annual GCU Planning Round. The Chief Executive went through the following risks that have changed since the last Board. The Chair called for a vote to approve the Risk Register. **Vote: For: 8; Against: 0; Abstentions: 0.** The Risk Register was therefore approved.

## **6. Draft Budget**

The Chief Executive presented the Draft Budget 2020/21 and four year forecast paper. Trustees were informed that a draft budget, Risk Register and draft Operational Plan are required to be submitted to the GCU Planning Round by the 2<sup>nd</sup> March 2020 for the academic year 2019/20. In addition, the Advice Centre Impact report would be submitted. The Board discussed the Draft Budget and made suggested amendments. The Chair called for a vote to approve the Draft Budget 2020/21. **Vote: For: 8; Against: 0; Abstentions: 0.** The Draft Budget 2020/21 was therefore approved.

## **7. Trimester 1 Report 2019/20**

The Chief Executive presented the Trimester 1 Report 2019/20 guiding trustees through the highlights and lowlights. The aspirational KPI of number of ideas submitted was discussed and acknowledged that this was particularly challenging and that its strategy continued to evolve. The Board thanked colleagues for this comprehensive report.

## **8. Student Voice Update**

The Representation and Advice Manager presented the Student Voice Report of the third meeting of Caledonian Student Voice meeting of 2019/20 held on 10<sup>th</sup> February 2020. It was highlighted that Student Voice approved a change to the By-Laws to allow a Full Time Officer-elect 10 weeks in order to resign after being elected and the next placed candidate would take their place, this was extended from previously being 4 weeks.

The Chair called for a vote to approve the Societies Policy Document and the Sports Policy Document. **Vote: For: 8; Against: 0; Abstentions: 0.** The Societies Policy Document and Sports Policy Document was therefore approved.

*The Activities Manager, Representation and Advice Manager and Finance Manager left the meeting.*

## **9. General Data Protection Regulation**

The Chief Executive presented the General Data Protection Regulation (GDPR) update paper that outlined progress towards completing the GDPR Action Plan.

## **10. Chief Executive Report**

The Chief Executive presented his report and highlighted some key points. He highlighted the Outcome Agreement submission to Strategy and Planning, the very high number of candidates in the Full Time Officer Elections 2020 and the ELIR preparations and visit. He highlighted that the UCU strike action was planned throughout the entire voting period in the Full Time Officer Elections 2020.

## **11. Trustee Board Performance Review**

The Chair explained that Trustees were asked to complete a questionnaire on the effectiveness of the Board and thanked those Trustees that took part in the Performance Review. In total 10 trustees (3 Sabbatical, 4 External and 3 Student Trustee) completed the survey. The Chair highlighted that overall the responses had been very positive. The main themes were that some Trustees felt they could contribute more to the Students' Association outside Board meetings and that some trustees felt they should be contributing more to Board discussions. The Chair also asked any Trustee to get in touch if they required more support, either to the Chair, Vice Chair or the Chief Executive.

## **12. Building Proposal Update**

The Chair advised there was no update.

## **13. Trustee Board Previous Minutes**

The Chair called for a vote to approve the minutes of the meeting of the Trustee Board held on Monday 9<sup>th</sup> December 2020. **Vote: For: 8; Against: 0; Abstentions: 0.** The Trustee Board Minutes from 9<sup>th</sup> December 2020 were therefore approved.

## **14. Matters Arising**

### **14.1 Transitional Arrangements for the Chief Executive position**

The Chair and Vice Chair are progressing the actions delegated by the Board and continuing to progress the action. This matter is ongoing. **Action: Chair and Vice Chair.**

### **14.2 Safeguarding**

An initial Safeguarding Policy draft has been started but we are awaiting the GCU Safeguarding Policy to conclude and ensure processes are aligned. This matter is ongoing. **Action: Chief Executive.**

### **14.3 Scottish HE Block Grant Analysis 2017/18**

The Scottish HE Block Grant Analysis 2017/18 completed and included in the Chief Executive report.

### **14.4 Societies Policy Document and The EDIT Policy Document**

The Societies Policy Document has been revised and submitted to Student Voice on 10<sup>th</sup> February 2020. The EDIT Policy Document has not yet been resubmitted. **Action: Chief Executive.**

### **14.5 Trustee Prioritisation Activity**

The discussion event took place on the 1st February 2020. The photos from the prioritisation event have still to be collated. **Action: Chief Executive.**

### **14.6 Deeper Analysis of Scottish Block Grants 2017/18**

The initial Scottish Block Grant Analysis 2017/18 was only completed on the 17th February 2020. **Action: Vice Chair.**

## **15. Executive Committee Report**

The Board noted the Executive Committee Report.

**16. Annual Report on Health and Safety**

The Board noted the Annual Report on Health and Safety.

**17. Annual Report on Complaints**

The Board noted the Annual Report on Complaints.

**18. Chair Performance Review**

The Board noted the Chair Performance Review.

**19. Any Other Business**

The Vice Chair, Stuart McCallum, advised the Board that he was due to finish his second term as an External Trustee on the 28th October 2020. He enquired whether his last meeting should be the May or October meeting. It was agreed it should be the October 2020 meeting but that the Appointments Committee work to ensure replacement External Trustees are recruited and there is a transition period, where possible.

**The meeting closed at 8.05pm.  
The next meeting is on 18<sup>th</sup> May 2020.**

**TRUSTEE BOARD MEETING**

**The minutes of the Trustee Board meeting held on Monday 18th May 2020 at 6.00pm on Microsoft Teams.**

**Present:**

Eilidh Fulton, Sabbatical Trustee (Chair)  
Bethany Stevenson, Sabbatical Trustee  
Susan Docherty, Sabbatical Trustee  
Stuart McCallum, External Trustee (Vice Chair)  
Brian Beck, External Trustee  
Podge Sheehan, External Trustee  
Jan Savage, External Trustee  
Nicole Percival, Student Trustee  
John Kim Flores, Student Trustee  
Genesis Kusu-Ter Nongo, Student Trustee

**Apologies:**

Moses Apiliga, Sabbatical Trustee  
Gordon McTweed, Activities Manager

**In Attendance:**

David Carse, Chief Executive  
Caroline Miller, Representation and Advice Manager (until item 8)  
Melissa Cairney, Finance Manager (until item 8)  
Raisah Khan, Clerk

**Observers:**

Zoe Nicholson, Incoming Sabbatical Trustee  
Adil Rahoo, Incoming Sabbatical Trustee  
Tabitha Nyariki, Incoming Sabbatical Trustee

**At 6.00pm the Chair commenced the meeting.**

**1. Chairs Announcements**

The Chair welcomed and thanked the members for their attendance at the last Trustee Board meeting of 2019/20. The Chair welcomed the Incoming Sabbatical Trustees who were observing the meeting. The Chair congratulated Nicole Percival and Brian Beck on being re-appointed to the Trustee Board for another term. It was noted that Caroline Miller, Representation and Advice Manager, will be retiring in June 2020 after 14 years with the Students' Association. The Board thanked Caroline for all her hard work and wished her every happiness in retirement.

**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
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6, Impact of Coronavirus Update	Eilidh Fulton and Bethany Stevenson	Outgoing Full Time Officers would not take part in discussions about furlough.
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### 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. Management Accounts to March 2020

The Finance Manager presented the paper and talked through the summary of actual costs to the end of March 2020, against the Q2 Reforecast Budget 2019/20. At the end of March 2020 there was income of £540,980 and expenditure of £479,281.

The Finance Manager explained that as a result of the Coronavirus outbreak that there was a potential deficit at financial year and outlined the measures being taken to mitigate its impact. The Finance Manager clarified the main variances as outlined within the commentary. The Balance Sheet as of 31<sup>st</sup> March 2020 was included showing the financial position.

### 5. Changes to Bank Signatories

The Finance Manager explained that the Bank of Scotland requires the Trustee Board to consent to the change in bank signatories. The bank signatories, as outlined within our Financial Policy and Procedures, are the four Full Time Officers, Vice Chair and the Chief Executive. The paper outlines that it is proposed to make the Chair, Vice Chair and Chief Executive Full Power Signatory's and the Vice Presidents Limited Power Signatory's. The Chair called for a vote to approve changes to Bank Signatories. Vote: For: 10; Against: 0; Abstentions: 0. **The changes to Bank Signatories were approved.**

### 6. Impact of Coronavirus Update

The Board were advised that all in person face to face activities and events stopped on Monday 16<sup>th</sup> March 2020, that the Students' Association Building and London Office closed on Tuesday 17<sup>th</sup> March 2020 and all employees moved to temporarily working from home from Wednesday 18<sup>th</sup> March 2020. The Chief Executive presented the Impact of Coronavirus Update paper on how the Students' Association has responded to the Coronavirus (COVID-19) outbreak and discussed aspects including how services and activities were moved online, communications with the membership, how the Full Time Officers and academic reps were proactively consulted by the University in their response, the revised GCU academic calendar, working with NUS, insurance guidance, guidance for employees and participation in the Government Coronavirus Job Retention Scheme and the potential impact on the Block Grant. The Chief Executive presented two potential scenarios within the paper for Trimester A, one being a return to campus and one being continued online delivery of services and activities.

It was noted that as Nightline has to close its service that students were being referred to the Samaritans. It was explained that the Students' Association had limited its email communications to key messages in order for students to focus on University communications. The strong partnership working with the University was commended by the Board and the signification work to provide a continuity of services by moving them online in a short timeframe was also congratulated.

### 7. Staff Survey 2020

The Chief Executive presented the paper and explained the Students' Association has been participating in the Employee Engagement Survey, facilitated by Agenda Consulting, every two years.



The online survey was open between 10<sup>th</sup> February 2020 and 6<sup>th</sup> March 2020 with all employees completing the survey. The report benchmarks the results against the Students' Association previous results and against other Students' Association and the Third Sector and open comment feedback.

There was a Key Performance Indicator (KPI) for The Bigger Plan within the Employee Engagement Survey: "I would wholeheartedly recommend the organisation as a good place to work". The strategic target for 2020 was 78% and the score was 50%, with 38% of staff being neutral to this question.

The areas that performed well include Colleagues, Employee Wellbeing, Learning and Development, Performance Management, Reward, Role, Service and Value. The areas that performed less well include Communication, Engagement, Leadership and Management.

## **8. Full Time Officer Elections 2020**

The Representation and Advice Manager presented the Full Time Officer Elections 2020 paper for discussion and highlighted information on candidate demographics, voter turnout, demographics of voters, communications, results and recommendations. The Full Time Officer Elections 2020 took place between Monday 2<sup>nd</sup> and Thursday 5<sup>th</sup> March 2020. There were a 22 candidates that submitted a nomination and after 6 candidates withdrew there was 16 standing in the election with a turnout of 3,714. It was noted that this was the highest ever turnout in the current Full Time Officer Model and the Board congratulated those involved in achieving this success both in number of candidates and voter turnout, particularly when not all students were on campus during the voting period due to the UCU Trade Union strike action.

The Representation and Advice Manager advised that due to the Coronavirus outbreak that the Candidates Survey did not take place. It was explained that individual meetings would be offered within the candidates in order to shape the future operational plan and Election Rules.

*The Representation and Advice Manager and Finance Manager left the meeting at 6:54pm.*

## **9. International Student Barometer (ISB) Report**

The Chief Executive introduced the International Student Barometer (ISB) Report that explained the outcome of ISB for the Students' Association (Autumn Wave 2019). The Students' Association received a 94% satisfaction score and 93% satisfaction scores for Clubs and Societies. The Students' Association remains comparable to the Scottish and UK benchmarks. The Clubs and Societies satisfaction is 1% lower than the Scottish and UK benchmark. There were a total of 6 institutions in Scotland and 42 in the UK that participated in the ISB.

## **10. Chief Executive Report**

The Chief Executive presented his paper and highlighted some key points including the OSCAR COVID-19 Guidance, that the Teaching Awards 2020 and STAR Awards 2020 would take place on our online community on GCU Learn. An additional objective about partnership with the Students' Association had been included the GCU Strategy 2030 under the thematic area of 'purposeful partnerships'.

## **11. Trustee Board Previous Minutes**

The Chair called for a vote to approve the minutes of the meeting of the Trustee Board held on Monday 24<sup>th</sup> February 2020. Vote: For: 10; Against: 0; Abstentions: 0. **The Trustee Board Minutes from 24<sup>th</sup> February 2020 were approved.**

## **12. Matters Arising**

### **12.1 Transitional Arrangement for Chief Executive Position**

The Chair and Vice Chair have completed the actions delegated by the Board from the paper presented to the Board on 21<sup>st</sup> May 2018. The Matters Arising paper outlined the completed actions. This matter is resolved.

### **12.2 OSCR Guidance and Safeguarding**

An initial Safeguarding Policy draft has been started but we are awaiting the GCU Safeguarding Policy to conclude and ensure processes are aligned. This matter is ongoing. **Action: Chief Executive.**

### **12.3 Societies Policy Document and The EDIT Policy Document**

The Societies Policy Document has been revised and approved by Student Voice on 10<sup>th</sup> February 2020. The EDIT Policy Document has been revised and will be submitted to a future Student Voice meeting. This matter is resolved.

### **12.4 Prioritisation of Activity**

The prioritisation event took place on the 1<sup>st</sup> February 2020 and the photos from the event were circulated. This matter is resolved.

### **12.5 Scottish Block Grant Analysis 2017/18**

The Scottish Block Grant Analysis 2017/18 was completed on the 17<sup>th</sup> February 2020. The Vice Chair offered to undertake deeper analysis for the Board. This matter is ongoing. **Action: Vice Chair.**

## **13. Executive Committee Report**

The Board noted the Executive Committee Report.

## **14. Risk Register**

The Board noted the Risk Register.

## **15. Annual Cycle of Business 2020/21**

The Board noted the Annual Cycle of Business 2020/21

## **16. Student and External Trustee Appointments**

The Board noted the Student and External Trustee Appointments.

## **17. Any Other Business**

### **17.1 Additional Board Meeting**

The Chief Executive agreed with the Chair and Vice Chair to have an additional meeting in August 2020 for the Board to keep abreast of how the Students' Association is responding to COVID-19. **Action: Clerk.**

### **17.2 Outgoing Trustees**

The Chair thanked Moses Apiliga, Bethany Stevenson, John Kim Flores and Genesis Kusu-Ter Nongo for their time on the Board and explained they would receive Honorary Life Memberships.

The Vice Chair, on behalf of the Trustee Board, thanked Eilidh Fulton as Chair for all her hard work and all the very best for the future. The Chair would be presented with an Honorary Life Membership.p

**The meeting ended at 7.47pm.**