



Queen Margaret Union Trustee Recruitment Pack

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Welcome



Thank you for your interest in becoming our Interim Finance Trustee at the Queen Margaret Union (QMU).

We're very grateful that you're interested in sharing your experience, knowledge and skills to develop our organisation and we really welcome your interest.

This is an important time to be a Trustee of the QMU.

We were founded in 1890, originally as the Queen Margaret College. Our original goal was to give women the opportunity to gain an education – something that was then missing from the academic community. We have a long history of providing activities and events for our members who are students of the University of Glasgow.

We exist to provide opportunities and support for our members, whilst also giving them a place to relax, socialise and be themselves. Everything we do is for students, by students. Our turnover is currently c.£1m p/a and we employ 49 staff (some of whom are full-time and salaried, many who are part-time student workers). Our commercial revenue, like many students' unions has been in decline over recent years, falling from c.£2.6m in 2006.

Following an external diagnostic, which identified a number of strategic risks, the Union is entering a period of development which will result in a new strategic plan for 2019 onwards. This planning process will require change to be formed around our approach to student engagement, partnership working and governance with a desire to increase overall impact for students.

An initial change plan has been put in place and it has been identified that we need to strengthen our governance to ensure effective delivery of that plan.

We're looking for someone like you who can help unlock the potential already existing within the QMU to complete this significant change project. You'll help us deliver a Students' Union that is fit for the future, outward looking and has a major impact within the University and the communities that we operate within.

There is a huge amount of potential within the QMU that you could help us to unlock.

We are looking for a trustee that will specifically bring strong financial management skills and experience to our Board. If you are successful in your application, you will have the opportunity to help oversee our change programme and ensure that we are delivering the kind of high-quality representation and services that Glasgow students need and deserve.

This pack gives some background information about the QMU, as well as outlining our expectations of the role and information about how to apply. We hope you are as enthused about this opportunity as we are, and please feel free to get in touch if you would like to discuss in more detail.

Mata Durkin
QMU President

About QMU



Queen Margaret Union (QMU) exists to enhance the student experience for those attending the University of Glasgow. We are a diverse and inclusive organisation, going through a process of change that will enable us to build our capacity and impact in the future.

We are an independent, student-led organisation, here to provide great events, services and development opportunities for students.

We have faced recent challenges both internally and externally in our ability to deliver and we are seeking to address those issues, so that we can make the step change in the impact that we have.

Charitable Objects

Our main objectives are as follows:

- Promote and encourage the participation of all persons eligible for membership of the Union (and others) in the activities that we organise;
- Provide facilities and activities for recreational, social, cultural and educational purposes to enrich the student experience for students at the University;
- Provide opportunities for members of the Union (and others) that encourage personal development outwith academic study;
- Act as a resource for members of the Union (and others) by providing advice and assistance as a means of promoting social welfare;
- Provide and maintain the premises of the Union for use by various clubs and societies including use for meetings, classes and other forms of recreation and leisure pursuits;
- Promote the advancements of the arts and culture by providing venues and facilities for public performance of music and other artistic and cultural forms.

Membership of the Queen Margaret Union is free and open to all University of Glasgow students. Membership entitles students to vote and stand for election to the Board of Management and participate in our numerous volunteering opportunities. In order to draw on the talents and insights of our alumni, the QMU also offers Life Membership that entitles students that are no longer matriculated at the University of Glasgow to the same privileges as a current student member.

Strategic Goals

We are in the process of developing a new strategic plan that you will help to shape. We have also initiated a change programme that will bring together data and insight ensuring that our strategy going forward is based on a strong understanding of students' needs, expectations and hopes.

Our new strategic plan will be developed and put in place by June 2019, and there are a number of important strategic challenges that will need to be addressed, including:

- How can the Union adapt to significant changes within student trends and the University, ensuring that we are relevant, in touch and impactful?
- How can we deliver outstanding opportunities and services that add value to students' lives and complement the work of the other student bodies at Glasgow?
- What does an innovative, dynamic and engaged students' union look like for the QMU in the future?

The Board will have a critical role in helping us develop this strategy over coming months; and in ensuring that it is evidence-based, ambitious, yet realistic, and most importantly focused on having a significant impact on the lives of our students.



A Sustainable Organisation

In order to continue to deliver, and ensure we make a real impact on the student experience, we have to focus on being a sustainable and well-managed organisation.

- The organisation needs to be appropriately funded and financially well-managed.
- There needs to be good governance and oversight.
- There needs to be inspirational and effective leadership.
- There needs to be a high-performing and inclusive culture.
- There needs to be strong performance management ensuring that our opportunities and services are of a high quality.

Our turnover is currently c. £1m, of which roughly a quarter is 'block grant funding' from the University of Glasgow. We are actively looking to diversify our income streams in the future as well as better articulate our value and use our resources as efficiently as possible.

Governance

Having identified our governance as a major strategic weakness, we have clarified that our Trustees will have full oversight and control of the affairs of the QMU. Its purpose will include responsibility for:

- a) Strategic direction;
- b) The financial performance and systems of the QMU;
- c) Legal compliance;
- d) Human resource management;
- e) Senior management performance;
- f) Performance of the Interim Change Director;
- g) Effective implementation of the change plan.

We envisage the Board being in place for the duration of our change programme and then handing over to a new sovereign body, established as an outcome from an ongoing governance review. This role is offered for the duration of the change project, but if there is a strong fit, we envisage it will be likely that we'd require ongoing support at Board level from someone with excellent financial management experience and the right values.

About the Role

Interim Finance Trustee

Voluntary position with expenses covered.

The Board will initially meet every 4 weeks for 2-hour meetings plus an additional requirement for induction and development. Trustees are encouraged to attend other key events in the QMU calendar.

Over time you may also be asked to be involved in a finance committee if and when this is re-established. As the change programme becomes embedded, it may be that meetings are required less frequently.

Key Summary of the Role

QMU exists to improve the student experience at Glasgow. You will be helping us do this by providing leadership and direction to the Board as well as monitoring and supporting the development and implementation of the QMU's emerging strategy.

The trustees' aim is to enable the board to fulfil their responsibilities for the overall governance and strategic direction of the organisation. The trustees will help to ensure that the QMU complies with charity law, company law and any other relevant legislation in order to fulfil its purpose and objects.

The trustees' role is also to provide oversight and scrutiny of the work of the General Manager / senior staff and to support them in delivering effectively.

At this stage, we are specifically interested in people with experience in financial management and oversight.

Location

Meetings are held at our West End Glasgow location: 22 University Gardens, G12 8QN

Purpose of the Board

- Provide and ensure effective strategic direction;
- Oversee and scrutinise the financial performance and systems of the QMU;
- Ensure legal compliance;
- Ensure effective human resource management;
- Scrutinise senior management performance and ensure accountability;
- Scrutinise performance of the Interim Change Director;
- Ensure effective implementation of the change plan.

General Responsibilities of Trustees

For more information on the roles of trustees visit the Scottish Governance Code for the Third Sector and OSCR.

In brief, our expectation of trustees is to:

- ensure the organisation applies its resources effectively in pursuing its objectives;
- contribute actively to the board of trustees' role in giving firm strategic direction to the organisation, setting overall policy, defining goals, setting targets and evaluating performance against agreed targets;
- safeguard the reputation and values of the organisation;
- declare any conflict of interest while carrying out the duties of a trustee;
- adopt and actively apply Nolan's Principles of Public Life;
- adopt and apply the five principles of good governance as set out in the Scottish Governance Code;
- be collectively responsible for the actions of the organisation and other trustees;
- ensure the effective and efficient administration of the organisation;
- ensure the financial stability of the organisation and the proper investment of the organisation's funds;
- protect and manage the property / resources of the organisation;
- attend meetings, prepare and read papers in advance of meetings;
- attend sub-committee meetings as appropriate;
- participate in other tasks as they arise from time to time, such as interviewing new staff, helping with fundraising etc;
- keep informed about the activities of the organisation and wider issues which affect its work;



In addition to the duties of all trustees, each trustee should use any specific skills, knowledge or experience they have to help the Board reach sound decisions. This will involve scrutinising board papers, leading discussions, focusing on key issues, and providing advice and guidance requested by the board on new initiatives or other issues relevant to the area of the organisation's work in which the trustee has special expertise.

Learning and Development

We are committed to supported the growth and development of all of our staff and volunteers. As a trustee, you could expect the following:

- An excellent induction, helping to develop a strong understanding of the role, the organisation and our sector;
- The opportunity to develop new skills and experience through the role – we will encourage and support this;
- Access to formal development opportunities, including an annual away day, and support in accessing other trustee networks and training where appropriate.

The Person

PART ONE: Knowledge and Experience

Required:

- A. Experience of operating within a board or committee structure in a charitable, public sector or commercial organisation.
- B. Experience of leadership and management in a complex and/or politically sensitive organisation, with exposure to driving organisational change and development.
- C. A proven track record of effective decision-making within a senior role.
- D. Experience of turnaround and/or significant change management.
- E. A good knowledge and understanding of the legal duties, responsibilities and liabilities of trusteeship.
- F. In depth knowledge and experience in relation to financial management.
This experience should be evidenced by your professional qualifications where appropriate i.e. AAT, CIMA etc.
- G. Proven ability to work collaboratively with stakeholders within a Board or team environment.

Desirable:

- H. Good understanding of Higher Education and the national policy context we are operating within.

PART TWO: Talents, Attributes and Skills

- I. Strong commitment to the ambition and values of the QMU, including support for the principle of student-leadership.
- J. Capacity to contribute actively to the strategic direction of the QMU demonstrated by evidence of an ability to think strategically and to analyse complex concepts.
- K. Confident and effective communication and influencing skills.
- L. Personal credibility, with an ability to act as an organisation champion with a variety of stakeholders.
- M. Inquisitive and able to ask constructive and challenging questions in order to reach robust, well-reasoned decisions.
- N. An inclusive and collaborative style with the ability to encourage other colleagues and Board members to share their views and opinions.
- O. Good understanding of equality, diversity and inclusion and able to champion these throughout the work of the Board.
- P. A record of personal integrity and behaviours consistent with Nolan's Principles of Public Life.
- Q. Confirmation of a willingness to give at least the minimum time commitment required for the role.



How to apply

Applications should comprise the following:

1. A cover letter (max 2 sides of A4) outlining how you meet the requirements set out in Part One of the Person Specification.
2. An up to date, detailed CV detailing all relevant employment and expertise (this must be concise but need not be limited to a certain number of pages). It is anticipated that the recruitment process will take place during February / March 2019 and will consist of:
 - A panel interview with the Students' Union President, Interim Change Director and relevant University colleague. This will be supported by the General Manager.
 - A guided tour of the University and a stakeholder meeting with a number of student-leaders and senior staff.

Please complete your application online by sending your CV, with covering letter to:

atkinson.hrconsulting@gmail.com

For an initial discussion about the role, please contact:

Graham Atkinson, Interim Change Director at
atkinson.hrconsulting@gmail.com

Closing date:

5.00pm - Friday 29th March 2019

Interviews:

Monday 8th April 2019 (please reserve dates now)