

Minutes

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12 September 2023 | Students' Union Common Room, Tait Building

Members	Initials	Meeting 1 12.09.23	Meeting 2 12.12.23	Meeting 3 27.02.24	Meeting 4 21.05.24	Meeting 5 15.07.24
Akanksha Kumar (President) (Chair)	AK	✓				
Fortune Sampson (Deputy President)	FS	✓				
Yavuz Emin Kafadar (Deputy President)	YK	✓				
Jackson HE (Deputy President)	JH	✓				
Nick Ratcliffe (Lay Trustee and Deputy Chair)	NR	✓				
Alan Latham (Lay Trustee)	AL	X				
Liz Williams (Lay Trustee)	LW	✓				
Vacant (Lay Trustee)	N/A	N/M				
Vacant (Lay Trustee)	N/A	N/M				
Saundarya Rastogi (Student Trustee)	SR	✓				
Vacant (Student Trustee)	N/A	N/M				

Key: "✓"= Present, "A" = Apologies given, "N/M" = Non-member, "P" = Partial attendance, 'X' = Non-attendance

Included in the circulation	Initials	Reason and Meeting Section
Philip Gilks	PG	Chief Executive (Company Secretary)
Sayed Alkadiri	SA	Deputy Chief Executive
Jeni Turner	JT	Head of Finance
Chris Moore	CM	Head of Communications and Business Development
Aadam Ali	AA	Clerk

Formal

1. Welcome and Apologies

AK welcomed everyone to the meeting and asked the Board to introduce themselves. AL was not present.

2. Declarations of Interest

The Board **noted** the register, and no new interests were declared.

(Paper: BT2301)

3. Minutes

Commented [AA1]: Could you confirm if Alan did not send any apologies?

Commented [GP2R1]: I did not get any apologies.

3.1 The Board **approved** the Minutes of the meeting held on the 12 July 2023 as being a true and accurate record.

(Paper: BT2302M)

3.2 The Board **noted** the Matters Arising (Paper: BT2303A), noting the following:

- The in-person vs online meetings item has not been updated due to the discussion not taking place at the Trustee Away Day in July, due to it being cancelled.
- The Senate Student Membership Appointment action is due to be completed by March 2024.
- The Trustee Recruitment action has had progress and was updated on in item 6 Chief Executive Report.

4. Decisions taken between the meetings

There were no decisions taken by the Board of Trustees between meetings.

5. Items brought forward by the Chair

FS requested that item 22 Returning Officer and Deputy Returning Officer Appointment be unstarred and discussed.

No other items in Section E – Starred Items for Approval or Section F – Starred Items for Information were unstarred therefore all items were **approved** and **noted** by the Board respectively with the exception of item 22.

Section A – Update from the Chief Executive and Strategic Progress

6. Chief Executive Report

(Paper: BT2304)

The Board considered the Chief Executive report, which included updates on key projects, recruitment and staff matters which PG presented. PG highlighted the following from the report:

- PG noted that the new strategy and the launch event were received very well.
- PG updated that team structures have been updated to dovetail in with the new strategy.
- PG said that the Union did unsuccessfully deliver a recruit campaign for the Lay Trustee positions. PG said that after speaking the AK and NR, the Union would be enlisting a recruitment agency to increase application numbers and the quality of candidates.
- PG said there had been four proposals from different agencies. PG said calls would be arranged with AK and NR and the agencies to proceed with the recruitment. PG noted that three of the agencies were charging similar fees with the fourth being considerably more expensive.
- PG said that the updated performance management framework has worked well and that is had been an effective way to embed behaviours and how staff work at the Union. Staff have welcomed the new framework, and all staff have an action plan in place.
- PG updated that meeting structures have been refocussed to reflect the new strategy.

The Board thanked PG and **noted** the Chief Executive report. The Board commented with the following:

- LW asked if term limits, and the rotation of Trustees would be reviewed. LW said it would be worth considering in relation to Sabbatical Officer terms and stressed the importance of identifying the right skills the Board requires. LW added it may be worth considering a Lay Trustee with expertise to support the improvement of the Union's NSS results.
- PG replied saying that Lay Trustees could serve between one and two terms to a maximum of eight years. The next Lay Trustee that is due to leave would be AL in two

years' time. PG pointed out that the Union could potentially be merging within this timeframe also. The Board commented that it would be difficult to plan for this strategically and that a Lay Trustee could be recruited for a shorter term however, the potential merger provides so much uncertainty. PG added that if a merger occurs, then the Articles of Association will need to be changed also.

- PG noted that a specific Lay Trustee in place to improve the Union's NSS results is not what the Board requires at this time as there are existing skills in the Staff Team to improve this.

7. **Strategy Update Report** (Paper: BT2305)

PG presented the Strategy Update Report and highlighted the following points for the Board:

- PG presented the report format which had changed significantly since last seen by the Board, however, PG said that the more detailed format would be more useful for the Board to chart the Union's progress.
- PG added that the report allows for the strategy to be reviewed monthly for both promises and enablers. The report scopes in on each deliverable and if the Union is on track or not.
- PG said the report would hopefully give the Board a good idea of the implementation plan also and where the Union is currently.
- PG said the report would be used by the leadership team and by the wider staff team. PG said this would give the Union more transparency, would show how the three KPIs are being integrated and it also details risks on a project-by-project basis.

The Strategy Update Report was **noted** by the Board.

8. **Sports Transfer Update** (Paper: BT2306)

PG presented the Sports Transfer Update and highlighted the following:

- PG said a lot of work had taken place on the sports transfer and thanked the staff team who have worked on this.
- PG said that communications had been sent to students for the sports programme this year and that captains were being trained in the next few weeks.
- PG said that staff attended the British Universities and Colleges Sport (BUCS) conference.
- PG highlighted that one of his priorities which has steered the sports transfer work is that PG didn't want any student that joined sport last year to be disadvantaged by the transfer. PG said that over the summer, the Union have worked hard to make the transfer of the sports programme seamless.
- PG said that the Union will be further developing the CityActive programme, and it will be an exciting piece of work for the Union to undertake and deliver which will foster improved engagement with students.

The Board thanked PG for the presentation and commented with the following:

- The Board asked why the Union does not have a Sabbatical Officer that attends BUCS conference. PG said that the staff were selected to go due to the need for them being there operationally however in future, the portfolio distribution could be looked at and budget permitting, a Sabbatical Officer with responsibility for sport could be sent in future.

The Board **noted** the Sports Transfer Update.

9. **GetHeard@City Update** (Paper: BT2307)

PG presented the GetHeard@City Update and highlighted the following points:

- PG noted that the new platform was supposed to launch the day of this meeting however, it is currently scheduled to be launched in a few weeks' time at Freshers due to data transfer issues.
- PG explained that the GetHeard@City platform is a real time student voice platform. This should enable feedback to be closed shortly after being raised instead of escalating into bigger issues.
- PG said that the Union have co-led the set up and the implementation of the work for the platform with City and it is provided by Unitu.
- PG explained the platform would allow the Union's 650 Programme Reps to reply to feedback on a public wall, and City would be able to progress and close feedback.
- PG said the platform would give a lot more students the opportunity to feedback and be engaged e.g. even students who are on placement, who have caring responsibilities or who face other barriers. PG added that this would revolutionise student feedback.

The Board thanked PG for the update for presenting the item. The Board commented with the following:

- The Board asked about the data issue and if this would provide any risk. PG explained that the issue wasn't to do with data protection, but to do with the format of the data and how it is inputted into the system. PG said that Unitu had passed the data protection penetration test last week.
- The Board asked if the platform would be able to be integrated with St. George should the two institutions merge. PG confirmed St George would be incorporated.
- The Board allayed concern around data protection. PG restated that City have confirmed the data protection issues had been resolved.

The Board **noted** the GetHeard@City Update.

10. Building an effective Assembly (Paper: BT2308)

PG presented the Building an Effective assembly paper and highlighted the following points:

- PG said that this work is a key strategic project for engagement with students.
- PG said the assembly saw good attendance at the Cost-of-Living Summit however the level of engagement that the Union is aiming for with the Assembly is yet to be reached.
- The staff team is looking at how to engage non-Assembly Members to talk about issues that are important to them at the Assembly Meetings.
- PG said the Assembly is not a large-scale bureaucratic meeting, but it is intended to be a forum for ideas to be exchanged.
- PG said the staff team are working on actions to ensure all assembly meetings are quorate, and that engagement scores improve.

The Board **noted** the Building an Effective Assembly paper.

11. Service Level Expectations (Paper: BT2309)

PG presented the paper on Service Level Expectation, which was developed by SA and CM, and highlighted the following points to the Board:

- PG explained that the expectation document would ensure the Union is providing outstanding services to students by making their experience seamless.
- PG said the Union is not a machine in terms of what it delivers, however students should have an expected response time whenever they engage with the Union.
- The Union is prioritising the Welcome Desk to be open and accessible for students with a one-day response time. Student Officers and Staff would have a proposed two-day response time. Queries on social media would have a one-day response time.
- PG said in the staff survey, the work between teams was an area of improvement which this will contribute to improving.

The Board thanked PG and made the following comments:

- The Board asked if staff had seen the document. PG explained the work was led by SA and CM, who are both not available to attend the Board, so is not fully aware of what consultation took place. The Advice Service were aware that the expectation was to move to a 2 day response time.

The Board endorsed and **noted** the Service Level Expectations paper.

12. Student Gateway

(Paper: BT2310)

PG presented the Student Gateway paper and proposed set up for the Union's future space and highlighted the following:

- PG highlighted that all the furniture providers and architects have made intentional choices with the proposals to cater for the Union's needs in the spaces proposed.
- PG showed the student facing office with high desks and chairs including pods. There would also be single consultation rooms for more private conversations on MS Teams. Managers will also be able to use these rooms for one-to-ones and catch ups.
- PG presented the other office which would have a bank of 16 desks with individual storage lockers for staff. There would also be a kitchen and lunch area. PG said these desks will not be allocated and would be for hot desking where staff can connect with a laptop. Consideration has been made for staff who require two screens or have recommendations from .
- PG said the student facing area would be a hybrid area for staff to use and for them to meet with and work with students. PG pointed out the podcast room would be specialised in that it will be soundproofed. PG said there will also be a safe space which requires tweaking.
- PG said perhaps one of the most exciting spaces is the redesign is the common room. There are more interesting furniture choices in this space, and everything would be on wheels so the room will be very versatile. PG suggested this space would be better suited for society meet and greets and other Union activities.
- PG said the Union would be consulting with staff and students over the next term on the redesign and the Union would be at the heart of the campus.

The Board thanked PG and asked the following questions:

- The Board asked if there would be enough space for a day when all staff are in. PG said there wouldn't be, but it would be very unlikely for all staff to be in a day and a require a desk. PG said the plans must be for an average day, not the worst day.
- PG clarified there would be priority for staff that require two screens but that these still would not be allocated desks.
- PG said that students would be able to come into a room the student facing areas, but the other room would require staff to invite students in as this door will be secured unless the person has a programmed staff pass.
- NR noted that although the move may be scheduled by September 2024, the Union should expect timings to be delayed as this could happen. PG noted this and said one advantage is the Union will not need to move into an intermediary space and that they will only need to move once the new space is completed.

The Board **noted** the student gateway paper.

13. St. Georges Merger

PG presented a verbal update on the St. George's merger:

- PG said that he recently visited St. George's SU with AK and spoke with the staff, Sabbatical Officers and saw their spaces. In comparison, PG said the space is bigger

Commented [AA3]: I have kept more brief in the previous minutes due to confidentiality but I have written a little more as the last minutes contain more depth on the merger.

compared to the Union's. This includes a bar which has capacity for 950 people, a dance studio, common room and office spaces.

- PG noted that St. George's SU have some red lines, in that they would like a Sabbatical Officer focussed on representing St. George's, an extra Lay Trustee on the Board with links to St. Georges, they would like their sports teams that play in the hospital leagues to continue using the St. George's branding.

The Board thanked PG and commented with the following:

- The Board questioned whether the Union would have any red lines going into the merger, and if not, does it want to think about what these might be over the next few months.
- The Board asked about the staff team and how they felt. PG noted that recently, staff have voiced concern about job security and that there is some anxiety. PG added that no certainty would be visible until both City and St. George's decide to merge, after which the Unions will need to decide how to best move forward structurally. It is expected that an agreement will be finalised in December 2023.
- AK said that after going through the rebranding exercise, it is key that the branding lives on.
- In terms of culture, the Board commented this will be a longer-term project. PG added that if the Universities merge, they expect the Unions to merge at the same time.
- SR raised concern and suggested the Union does work to mitigate the effects of the name change for students who are transferring across. In SR's experience, the name change for her School (from Cass to BAYES) still causes confusion and questions. PG said that any student that started at St. George's will have that name on their degree certificate. PG agreed that there will be challenges with belonging and adapting to the name change. AK agreed with SR and noted that students will ultimately decide on the merged Union's name via referendum.
- LW highlighted to the Board they felt new students should be faced with well-equipped admission processes and services who should be explaining the name change and new institution. The Board commented that although this would work for new students, the Union should focus on existing students and tackling their potential challenges and thoughts on the merger.
- NR pointed out that culturally the Union will need to undertake a prolonged piece of work with existing students following the actual merger and it could take significant time to successfully merge cultures, data harmonising and student systems.
- AK suggested that the Board could have a separate meeting and come to the next Board with potential questions and answers with an initial plan of action. PG suggested that the report back to the Board may be best after the new year after an agreement is signed and could require an Extraordinary Meeting. LW said that they would be happy to be involved in a working group.

The Board thanked PG and **noted** the St. George's Merger update.

Action: More information to be provided to the Board on the potential St. Georges' SU merger with a plan forward after Christmas 2023 after an agreement is signed.

Section B - Student Insight

14. Sabb Spotlight

AK presented on her progress as President and highlighted the following points:

- AK introduced themselves and said that one area they are responsible for this year is mental health and wellbeing. They said it was one of the key manifesto points they ran with during the elections. AK has already been lobbying City to install nap pods in an effort to improve mental health on campus.

- AK will be working on libraries and academic resources alongside the other Sabbatical Officers as part of their academic priorities.
- AK said they are planning a South Asian Heritage Week for South Asian students and they are planning to advocate for international students as they are underrepresented.

JH presented on his progress as Deputy President and highlighted the following points:

- JH introduced themselves and said they are planning to improve communication between City Staff and the Schools.
- JH said they are planning to hold a Lunar New Year event on campus and JH is planning to provide more engaging activities to improve the student experience.
- JH said they will be focussing on the cost-of-living crisis and they will work to ease the financial burden of students.

YK presented on his progress as Deputy President and highlighted the following points:

- YK said they would be working to improve careers and employability at City this year.
- YK said they will be working with Societies and Sports this year and YK is hoping to foster better communities and new societies. YK would like to also propose amendments to the Bye Laws to improve the governance of societies.
- YK said they want to create a bike scheme at City with Buzz Bike. YK would love to expand this across different Students' Unions in London to create collective buy in for better prices.

FS presented on his progress as Deputy President and highlighted the following points:

- FS said that one key area they will be working on is accommodation and bursaries. FS confirmed that City will be giving students awards for sub-skills, in which they will win an award from City.
- FS is keen to campaign and to support the creation of a fee instalment scheme to enable to students to pay fees over several payments instead on one bulk payment.
- FS has seen early successes in a new campaign for students to receive funding for calculators. Students will need to apply for an equipment bursary, but they can spend their awarded money on anything relating to their assessments.

The Board made the following comments:

- LW commended JH and asked about plans to ease the financial burden of students. LW said they would look forward to seeing further financial analysis of what the student financial burden is and to see what opportunities there are available at the next Board meeting.
- LW also said this could be attributed to numerous factors such as accommodation costs, access to printing, the cost-of-living crisis, or a combination.
- JH said that they had heard concerns from students on their eligibility criteria for bursaries. JH also said that there may be an opportunity to look at the bursaries that City awards and if these can be redistributed.
- LW said they would be happy assist where necessary if required.

The Board thanked the Sabbatical Officer team and commended them on their work and **noted** their reports. **Action:** The Student Officer Team to bring financial analysis of the student financial burden at the next Board meeting.

15. NSS Paper

(Paper: BT2311)

PG presented the NSS Paper and highlighted the following:

- PG said that whilst he was disappointed in the Union's performance in the NSS results, the results were not necessarily bad compared to other Students' Unions, City is currently in the middle of the table. In terms of the Union's resources and space, this

could be perceived to be correct however, the Union has ranked much higher previously and should aim to be higher.

- PG explained that the reason the Union has decreased is because the NSS has moved from a five point to a four-point scale. The Union has consequently moved from 8th to 11th place.
- Seven years ago the Union was in the bottom quartile but moved to the top. PG said the metric is important to gauge what students think.
- PG believes there are things that the Union can do to improve. PG noted that previously, the Union held separate academic awards, had more communication on academic affairs and held other activities.
- PG will be leading the piece of work to improve the Union's score in next year's NSS survey and he will be looking at the communication strategy, the academic awards, and what things students want.
- PG also mentioned that City have improved their scores and that the Union is now level with them.

The Board **noted** the NSS Paper and thanked PG. They noted the importance of finding out what did not work last year and how the Union can curtail this now.

Action: PG to bring a paper on how to improve the Union's NSS scores 2023-2024.

16. Insight Update

(Paper: BT2312)

PG presented the Insight Update paper and took this as read. The Board had no further questions.

The Board **noted** the Insight Update.

Section C – Equality, Diversity and Inclusion

17. EDI Committee

PG presented the EDI Committee update making the following points:

- PG said the Committee has established a new strand on sustainability and equity.
- PG said that the EDI Committee would be refocussing how it operates as there will now be a Race Equity Committee, an LGBTQI+ Equity Committee, a Gender Equity Committee and a Disability Equity Committee which will all feed into the wider EDI Committee.
- PG said that each Group has a staff lead, and that the EDI Committee would require a Sabbatical Officer Co-Chair who is JH and a Lay Trustee Co-Chair.
- PG said that the EDI work is of utmost importance to the Union and there is a lot of scope to look at how the Union works and embeds behaviours.

The Board commented with the following points:

- LW noted the importance of the Union knowing the community it serves. LW offered her support on public policy and principles if required.
- LW stressed the importance of tackling issues such as the gender pay gap and reviewing data to find out what groups feel and targeting our work.
- PG agreed and said the Union would have its part to play in this lobbying the University on behalf of the student experience and interestingly in the last survey, white men were the least satisfied. LW said it would be important to listen to those who are the most dissatisfied and find out why, whilst being conscious of our own personal privilege.

The Board **noted** the EDI Committee update.

Action: The Board to select a Lay Trustee to Co-Chair the EDI Committee once the new Lay Trustees are co-opted.

Section D – Finance

18. Year End 2022/23 Provisional (Confidential) (Paper: BT2313)

JT presented the Year End 2022/2023 Provisional accounts and highlighted following points:

- JT said that a lot of work has been done to bring together the accounts and it is unlikely that they will change significantly between this set and the audited accounts.
- JT said some accruals and pre-payment work needs to be completed but this will have little impact.
- JT said the accounts show three themes: an increase in block grant mid-year, significant savings on staff appointment due to delayed recruitment and under expenditure.
- JT said that this year the Union has taken action to mitigate the under expenditure from all department budgets by using this underspend to fund the rebranding exercise.
- JT said there was some variance to the budget as the Union funded new permanent posts and covered maternity pay using £95,000 income and an additional budgeted £70,000. Additionally, bank interest was higher than budgeted.
- In staff costs, there was a small favourable variance due to delayed reappointments which was offset by £42,000 temporary staff costs.
- JT said the block grant increased substantially due to the salary review, the addition of a fourth Sabbatical Officer and the cost-of-living increase.
- JT highlighted there was some overspend on strategic initiatives and on the City Active programme, but these were planned and were offset by other budgets.
- The Union can carry forward £512,000 in reserves.
- JT said that the automation of expense claims is going well, and JT said this would be rolled out to societies and sports.

The Board thanked JT and **noted** the Year End 2022/2023 Provisional Accounts.

19. Audit Plan (Paper: BT2314)

JT presented the Audit Plan and highlighted the following for the Board:

- JT said that Knox Cropper LLP would be coming in person on the 23 October to begin the audit. JT has requested an onsite audit to enable the audit to be carried out in a more condensed manner as opposed to being hybrid.
- JT believes the audit will be completed in early November 2023. The Union is on track to get all information the auditors require.

The Board commented with the following points:

- LW thanked JT and asked about the saving in staffing costs and noted the importance of the Union spending budgeted funds on staffing and projects to enable the Union to maximise operating effectively.
- JT noted that this was a good point and said some of this is from the legacy of the pandemic when societies were holding less events and activity, and staff were working from home more. JB believes that this has now plateaued. On recruitment, some of the cost savings have been intentional but others haven't, JT said there have been occasions where the Union has recruited but has not been able to appoint a candidate.
- The Board asked as the surplus is extensive, if the money could be used for other means such as making salaries more competitive to attract candidates for hard to fill positions. PG said that the Union had tried to spend money that was saved such as the £50,000 on the City Active programme however, the Union was unable to spend

all money on equipment for sports this year as a lot of equipment was sold out. PG noted the importance to the Union in having parity with salaries.

- The Board said it may be prudent to save some underspend on the potential merger with St. George's SU.
- The Board asked about when the Union would go out again for tender for its auditors. PG said that this is Knox Croppers final year. He noted there may be some value to retain them for an additional period due to the upcoming merger with St. George's and the inclusion of sport. PG said after the merger, the Union may wish to look for someone with more commercial auditing experience. PG said one challenge for retendering will be the diminished management capacity to do this piece of work with the Interim Deputy CEO currently on leave.
- LW stressed the importance of tendering for auditors, to refresh the work needed and to see what the best value is. LW said that as a Lay Trustee, they are concerned for the governance of the Union if we do not tender for auditors every two years and is raising the question to retender. LW raised that they would feel uncomfortable if the current auditors were continued on because the Union favours them, as this is not standard practice. LW said they would expect there to be an evaluation of Knox Cropper by the next meeting to ensure that due diligence has taking place considering the potential upcoming merger.
- PG noted that this would be fine for the longer term but would be difficult for the next meeting due to capacity issues. PG said that he and JT would be happy to do this for the end of the 2023/2024 audit year but wouldn't be able to include the St. George's merger in the conversation until City have agreed to merge which will likely happen in December 2023 when the next meeting is scheduled. JT added that it would be a good idea to include due diligence after the merger has taken place to give the Union more insight into what the future finances would look like.
- LW said that ideally auditors should be retendered every two years however the Board noted that a two-year term would be more expensive.
- PG noted that is common practice to tender on a 3 or 5 year agreement, which is still deemed good governance.

Commented [GP4]: Is this in the right section?

Commented [AA5R4]: This was discussed in the audit section as LW apologised for raising it after the item.

The Board **noted** the Audit Plan paper.

Action: PG to provide an evaluation of the current auditing services and the option to retender by the end of the audit year.

Section E - Starred items for approval

20. Finance Regulations (Paper: BT2315)
This item remained starred so was not discussed and was **approved** by the Board.

21. Expenses and Hospitality Policy (Paper: BT2316)
This item remained starred so was not discussed and was **approved** by the Board.

22. Returning Officer and Deputy Returning Officer Appointment (Paper: BT2317)
PG presented the paper which he took as read.

The Board raised the following:

- FS raised concern about NUS Charity Director, Peter Robertson (PR) being appointed as the Returning Officer (RO). FS asked if there was a criterion for someone to be selected as a RO.
- FS said that since his time engaging with the Union FS has always been prudent to see who else could be appointed to this position. FS also questioned why there could

not be two ROs as there are two Deputy Returning Officers (DROs) or other ways to manage the elections.

- FS pointed out that the paper highlights Byelaw 4 which should read as Byelaw 3.1. PG agreed that Byelaw number presented is incorrect but should read Byelaw 3.1.
- PG pointed out that having two ROs would be more confusing as it is better to have an odd number. He said the DROs make decisions which if appealed, would go to the RO.
- PG said that PR returns the most elections in the country which makes him ideal to return an election due to his background and experience, and his decisions would have parity with decisions made at other Students' Unions. FS said having someone that returns so many elections could be seen as a monopoly of power.
- FS asked how other Unions return their elections, particularly those that are not affiliated with NUS. PG said that they would normally pay someone to return them.
- PG said the Byelaw could be reviewed but not at present as the Union lacks capacity and if the Union merges with St. George's, the Byelaws and Articles of Association will need to be reviewed anyway.

The Board **approved** the appointments.

Action: The Election Byelaw and structure of RO and DROs to be reviewed when the Union merges with St. George's Students' Union.

Section F - Starred items for information

23. Summary of all Assembly meetings since the last meeting of the BoT

(Paper: BT2318)

This item remained starred so was not discussed and was **noted** by the Board.

24. Brand Review Update

(Paper: BT2319)

This item remained starred so was not discussed and was **noted** by the Board.

25. Advice Report

(Paper: BT2320)

This item remained starred so was not discussed and was **noted** by the Board.

26. Microplacements Project 2023 Evaluation

(Paper: BT2321)

This item remained starred so was not discussed and was **noted** by the Board.

Section G - Other

27. Any Other Business

No other business was raised by Trustees. AK noted that the next meeting would take place on the 12 December 2023 at 4:30.

Date of the next meeting: 12 December 2023

Board Clerk: Aadam Ali

Commented [AA6]: Could you confirm if this is the correct section?