



Date: Tuesday 15 September 2020

Time: 13:00

Venue: Online

## Board of Trustees

### Minutes

Chair: Carol Paige, Democracy, Operations & Community Officer

Members:	P	AP	AB
Aimee Connolly, Student Trustee (AC)		✓	
Ayman Benmati, Education Officer	✓		
Carol Paige, Democracy, Operations & Community Officer, Chair	✓		
David Ruttenberg, Student Trustee (DR)	✓		
Deepan Banati, External Trustee (UCL Staff)	✓		
Ilyas Benmouna, Activities Officer	✓		
Petra Barran, External Trustee (UCL Alumni)	✓		
Tishuana Mullings, Student Trustee (TM)	✓		
Vlad Dinu, Student Trustee (VD)		✓	
Yasmeen Daoud, Welfare & International Officer, Vice-Chair	✓		

In Attendance:
Alex McKee, Head of Student Engagement & Communications
Carl Salton-Cox, Societies & Media Manager (for Item 8)
Catherine Barrow, Interim Head of Finance
Danielle Swanson, Advice & Advocacy Manager (for Item 16)
Debbie Nichols, Head of Operations
Fiona Ryland, UCL Chief Operating Officer (for Item 15)
Guy Stepney, Marketing & Communications Manager (for Item 7)
Jim Onyemenam, Postgraduate Students' Officer
John Dubber, Chief Executive
Katerina Alexandropoulou, Leadership Team Executive Assistant, minutes
Katie Sykes, Sports Development Manager (for Item 8)
Max Keeble, Project Manager (IT) (for Item 7)
Simon To, Leadership Development & Change Manager

#### 1. Welcome & Introductions

The Chair welcomed members and those invited to attend the meeting and reminded members to have their cameras on where possible.

**RECEIVED**

#### 2. Declaration of Interest

The Chair asked if there were any declarations of interest. None were declared.

**RECEIVED**

#### 3. Minutes and matters arising from the meeting on 22 June 2020

The Chair confirmed that the actions arising from the meeting of the Board in June had been completed. The Board approved the minutes of the meeting on 22 June 2020 as a true and accurate record.

**APPROVED**

#### **4. Sabbatical Officers' Priorities**

The Welfare & International Officer provided an overview of the Officers' Priorities and asked for any comments and questions from the Board.

The External Trustee (UCL Staff) thanked the Welfare & International Officer for the presentation of the Officers' Priorities adding that it was reassuring to have these in place especially in the current climate. They then asked how the Officers would manage to meet their objectives with a potential reduction of resources for this year as discussed at the last Board meeting. The Chair responded that the budget did not include significant cuts in the officer support areas but instead funds were set aside for the Officers to draw from where necessary. The Chief Executive added that the Union regards the role of the Officers as very important which has led to decisions in the budget to avoid cuts in departments that primarily support the Officers' work. They further added that in order to enhance support for the Officers this year their objectives had been laid out clearly and incorporated in the refreshed Strategic Plan for the year ahead.

The Student Trustee (TM) asked whether changes in the allocation of funds for activities were planned for. The Chief Executive responded that when the budget for 2020/21 was agreed, some flexibility due to the current uncertainty was taken into account and regular reviews of the budget are planned.

The External Trustee (UCL Staff) asked who amongst the Officers holds the financial sustainability of the Union in their objectives. The Chair noted that this is incorporated within one of their objectives as the Democracy, Operations & Community Officer. The External Trustee (UCL Staff) requested that this is made clearer in their objectives.

**RESOLVED**

**ACTION:** Democracy, Operations & Community Officer's Objectives to be amended so that they clearly include the Union financial sustainability.

The External Trustee (UCL Staff) commented on the outstanding work of last year's Officers adding that similar ambition is evident in the current Officers' objectives. They, however, wondered whether we were challenging ourselves enough and whether there should be an additional objective for the Union to request that UCL puts students in the centre of their strategy with Officers contributing to this. They added that UCL is also aiming to instill creative problem solving skills in its graduates – how can the Union work with UCL on this? The Chief Executive suggested that the Union could put forward a suggestion to the incoming President & Provost for the Strategy they develop to have students at the centre.

The External Trustee (UCL Staff) asked the Welfare & International Officer what plans the Union had in place for student mental health to be supported with students studying remotely. The

Welfare & International Officer noted that the response to enquiries by students after the lockdown has been positive so far and the aim is to try and reduce the reasons that have a negative effect on students' mental health; for example, work has been undertaken by the Union around extenuating circumstances and ensuring provision of support services for the students are functioning remotely. They added that it has been noted that services provided by UCL Student Support & Wellbeing to students online had been more useful and preferred by some students than in-person delivery.

The External Trustee (UCL Staff) noted that working or studying online increases loneliness so UCL are working to ensure that learning is not impacted by remote studying. They asked what plans or measures the Union has to respond to students' mental health issues. The Welfare & International Officer referred to the role of the clubs and societies' Welfare Officers to enhance the community feeling for students. They added that the Union has plans to increase resources and online activities, such as online yoga sessions.

The External Trustee (UCL Staff) asked what plans the Union had in place so that students who are to study remotely are not receiving a different level of service from those on campus. The Welfare & International Officer noted that wellbeing support services will remain online. The Chair added that the clubs and societies' activities will be online to enhance the sense of belonging and community spirit. The Head of Student Engagement & Communication reaffirmed that all welcome and general activity is planned to take place online. The Head of Operations added that as many outlets as it is financially feasible will open with reduced capacity as part of an effort the Union is working on to be established as a hub on campus.

**RECEIVED**

## **5. Chief Executive's Report**

The Chief Executive provided highlights from their report, explaining that the National Student Survey ratings for the Students' Union had show a significant increase in student satisfaction this year, with the Union having the second highest improvement in the Russell Group and the greatest improvement for any question at UCL this year.. They invited the Chair to speak about the recent meeting of UCL Council where the Union Budget for 2020-21 with an additional £1m was approved. The Chair noted that the UCL Council comments on the Union's work during the lockdown period were very positive with agreement that the Union deficit was unavoidable and that it would be appropriate for UCL to share this burden. They added that there had been a similar reaction at the recent meeting of UCL Finance Committee.

The Student Trustee (DR) commented that some amazing work had been undertaken by the Union making it the best part of the student experience during the current difficult times.

The External Trustee (UCL Staff) asked for some clarification regarding the Union's rating in the recent National Student Survey in relation with LSE Students' Union. The Chief Executive clarified that the Union is second to LSE's in terms of improvement on the satisfaction score which related to the students' union effectiveness in representing student academic interests.

The External Trustee (UCL Staff) asked if there was an objective on which ranking place we would

like to reach next year. The Chief Executive responded that we could be one of the best three amongst the Russell Group in the long term and would hope for gradual increases in satisfaction towards this goal. However, they added that rising in the student satisfaction ranking is a challenge due to the better facilities that the currently high scoring students' unions have and there was a national review of the National Student Survey planned which meant that the question set might change.

The External Trustee (UCL Staff) asked if the Union needed to be more aggressive on its quest for better space and when this would be appropriate. The Chief Executive responded that the improved relationship with UCL would help with this aspect. They added that a timeline could be discussed with the UCL Chief Operating Officer.

The External Trustee (UCL Staff) asked about the Union's commercial income and how plans for an online shop were progressing. The Head of Operations responded that the online shop was almost ready and soon to be launched with a small initial range of products. The External Trustee (UCL Staff) pointed out that the online shop would need to be embedded in the Union commercial activities and connected to UCL. The Head of Operations noted that the Union was in contact with UCL Communications & Marketing for launching the online shop. The Chair noted that caution would need to be exercised when discussing the online shop with UCL as there UCL had its own online shop with the income contributing towards funding for UCL Communications & Marketing function.

**RECEIVED**

## **6. Management Accounts (July 2020)**

The Interim Head of Finance presented the draft year-end financial position.

The Chair asked for clarification regarding the figures included on funding for the Volunteering Service. The Interim Head of Finance responded with an explanation of the the figures presented.

The External Trustee (UCL Staff) thanked the Interim Head of Finance for their work, adding that the situation seemed better than predicted. They asked how the figures would look like without the additional funding from UCL. The Interim Head of Finance noted that furlough figures seemed accurate at £50k for August. They added that in commercial area, we had predicted that the Institute Bar and Print Room Café would open slightly earlier; Bloomsbury Café income is also slightly lower resulting in a slower commercial income start than anticipated but income depended on student numbers on campus during term time. They added that a reforecast of the budget had been planned for November. They further added whether it is possible that more expenditure will be the provided to clubs and societies and associated areas as more activity will be allowed. The Chief Executive noted that they were mindful of this year's uncertainty when setting the budget with part of the additional funds from UCL retained to be allocated further into the year to mitigate risks of further closures due to Coronavirus. They added that as we finished in a financially stronger position, we may want to take a small risk to generate more income and provide a core service on campus with re-opening plans, whilst keeping the situation under constant review.

**RECEIVED**

## **7. Digital Welcome Fair Project Update**

The Marketing & Communications Manager and the Project Manager (IT) presented plans on the Welcome Programme which included the Digital Welcome Fair.

The Student Trustee (TM) asked whether the UCL Student Psychological & Counselling Services would have a presence at the Digital Welcome Fair. The Marketing & Communications Manager confirmed that this was the case along with other UCL services.

The External Trustee (UCL Staff) asked if income from the “sponsored content” parts of the website were coming from google ads. The Marketing & Communications Manager clarified that these advertisements had been sold to agencies as this method generated a higher income per click rate.

The Head of Student Engagement & Communication congratulated the Marketing & Communications Manager, the Project Manager (IT) and their respective teams for their work in developing a great platform for the clubs and societies to welcome new students and showcase their activities.

The Activities Officer noted that they had been involved in planning for the Welcome Fair to ensure everyone was included and were feeding back to clubs and societies on preparation logistics.

The Student Trustee (TM) asked if the Digital Welcome Fair will be replacing the face-to-face one. The Marketing & Communications Manager confirmed that only the Digital Welcome Fair will be taking place this year as such a big event would not be safe to be held face-to-face. They added that a digital aspect of the welcome fair may be incorporated in a in person fair for the future as it delivers greater accessibility.

The Chair asked if the Disabled Students’ Network had been involved in planning the Digital Welcome Fair. The Project Manager (IT) responded that even though there hadn’t been direct involvement, the technology used for the welcome events was fully accessible.

**RECEIVED**

## **8. Clubs & Societies Restarting Activity**

The Societies & Media Manager and the Sports Development Manager gave a quick overview of the plans for clubs and societies activities in the year ahead which incorporates guidance from UCL.

The Student Trustee (DR) noted that in the United States, dashboards provide information to the community about COVID-19 rates and asked if there was a similar provision being planned for UCL. The Chair explained that UCL will be introducing a “Connect to Protect” system on campus to monitor the virus patterns on campus.

The External Trustee (UCL Staff) asked about the Union’s responsibility to members in the

current COVID-19 environment. The Head of Student Engagement & Communication responded that the Union's activities were planned to be in line with Government guidance. The External Trustee (UCL Staff) asked if the Union had a contingency plan for the clubs and societies activities if rules were not followed. The Head of Student Engagement & Communication responded that the Union will try to keep the management of any incidents informal initially and will work with student groups to address problems; repeat incidents will have to be dealt with in accordance with our disciplinary procedures.

The External Trustee (UCL Staff) asked if there was any knowledge of a UCL testing system and in particular the Union's involvement. The Chair noted that there had been discussions on this with UCL. They added that the plan was for up to 1000 tests a day to be available for students and staff that were symptomatic with a potential to expand to asymptomatic cases.

**RECEIVED**

*The new External Trustee (UCL Alumni) joined the meeting at this point and the Chair invited all to a round of introductions.*

## **9. Re-Opening Plans**

The Head of Operations outlined the work so far for Union staff working remotely and plans for reopening the office at 25% capacity from 28 September.

The Chair noted that the Finance team will be providing regular financial information about the commercial income to be considered at the fortnightly meetings arranged to assess the situation with the performance of commercial outlets.

The External Trustee (UCL Staff) asked how many staff have been on the furlough scheme. The Head of Operations responded that they didn't have the exact numbers for the whole Union but in the commercial team around 80% of staff were put on the scheme but staff were gradually returning to prepare for the reopening of outlets.

The External Trustee (UCL Staff) asked about the results of the return to campus survey that was conducted with staff. The Head of Operations responded that the main concerns emerging were around commuting to campus and constraints with working from home.

The Chief Executive thanked the Head of Operations and the teams involved in reopening the Union spaces. They added that the Union had a duty to its members to reopen facilities and services available to them but as not everything was financially feasible to open, the situation will be under regular review.

The Chair noted that there was hesitation for reopening the bar in 25 Gordon Street from the beginning of the academic session but with the increasing student numbers arriving on campus, this has now been reviewed and the outlet will be reopening.

The Head of Operations noted that the intention was to establish the Union as a hub on campus

so will be careful in managing the risks and controls. They then thanked their team for their hard work behind the scenes to ensure the Union was ready to reopen.

**RECEIVED**

## **10. Commercial Strategy Development**

The Head of Operations presented the paper and highlighted the aims for developing a commercial strategy. They asked the Board for members to join the working group for the development of the strategy and it would be good to include those with relevant expertise.

The External Trustee (UCL Alumni) noted that they would be interested to join the working group and asked for more information about the commercial history of the Union. The Head of Operations noted that there had been some historical issues with the commercial deficit and responding effectively to emerging challenges. They added that the situation is now improving with accurate financial information. They further added that the aim in developing a strategy was to be better, bolder and taking advantage of the Union's locations.

The External Trustee (UCL Alumni) noted that the food market held weekly nearby was a great example of a good use of public spaces near campus. They added that the marketing of the commercial outlets may need to be improved in order to increase revenue.

The Chief Executive referred to opportunities to open more outlets locally and on the new campus, UCL East, providing a big canvas for future developments. They outlined that the Union would need to look into which opportunities would be effective, the product range we offer in our outlets and whether we should include premium merchandise along with the existing range of products. They added that pop-up opportunities on campus could also be considered. They concluded that expertise is needed to determine priorities for the future as part of our longer term strategy.

The External Trustee (UCL Staff) suggested that the Commercial Strategy should be a key priority for the Union. They pointed out that we should concentrate on how the Commercial Strategy contributes towards financial sustainability and greater student satisfaction such as through the National Student Survey (NSS). They further noted that conversation so far had been based on the Union's physical presence on campus however we should also explore and consider online commercial opportunities.

The External Trustee (UCL Alumni) noted that they would be interested to develop the Commercial Strategy so that people get behind the opportunities and ideology of this. They asked who else could be involved in the working group externally. The Chair noted that UCL's contract with the external catering company was coming to an end in January 2021 and a new company had already been confirmed. They noted that there had been historical tension around the external catering company's high prices and exclusive use in key UCL spaces. However, the Union was now pursuing a positive relationship with key UCL staff and thought that there was now space for potential commercial partnership working in the future.

The Chair invited members to put themselves forward in forming the Commercial Strategy

Working Group. The External Trustee (UCL Alumni), the Chair, the Education Officer, the Head of Operations and for promotional purposes the Head of Student Engagement & Communication or the Marketing & Communications Manager were put forward to join the Commercial Strategy Working Group.

**RESOLVED**

The Leadership Development & Change Manager clarified that the Commercial Strategy Working Group will be reporting to the Board through the Finance Committee.

*The meeting moved into recess for 45 minutes.*

*The meeting resumed. The UCL Chief Operating Officer joined the meeting.*

The Chair moved the item 15 up the agenda.

15. **Return to Campus arrangements and expectations for Term 1 – opportunity for Q&A with the Board**

The UCL Chief Operating Officer introduced themselves and presented a few main points around the practicalities of returning to campus and student experience expectations for Term 1. They commented on the huge input from the Sabbatical Officers on the planning around the student experience. They noted that UCL had secured an external short term study space that would be utilised depending on student numbers on campus bringing study space capacity to 5000.

The Chair thanked the UCL Chief Operating Officer for their presentation and asked what plans were in place to communicate with students about the campus zoning system and whether accessibility on campus had been considered. The UCL Chief Operating Officer responded that accessibility had been looked at but communicating to students had been a big challenge. They added that a series of videos with information for the students was about to be launched.

The Chair noted that there had been indications in the past that the Flourish programme may move on to campus if it was successful in student residences but this would conflict with the Union's activities which took place on campus. The UCL Chief Operating Officer confirmed that any developments with the Flourish programme would be sensitive to the Union's activities.

The Chief Executive thanked the UCL Chief Operating Officer for the presentation, their work and support so far as well as engaging with the Sabbatical Officers in UCL's decision-making. They referred to the plans for pedestrianisation of Gordon Street, which had interested the Union due to the improvement of safety and air quality on its door step and for the opportunity to extend commercial outlets in external spaces. They added that the Union had already held some discussions with the Camden Council. The UCL Chief Operating Officer noted that discussions had taken place around pedestrianisation of Gordon Street and Gower Place and agreed to keep the Union posted with developments. They were also happy for the Union to refer to this in its discussions with Camden Council.

The Head of Student Engagement & Communication referred to the expressed concern over the

NHS Track & Trace systems and how individuals were then contacted and asked if UCL could do this faster. The UCL Chief Operating Officer noted that individual systems had been discussed but concerns were expressed about contacting people and data protection issues. They further advised that UCL were looking to scale up its own testing and that this would complement the national system.

The Chair asked about plans for the year ahead and beyond Term 1. The UCL Chief Operating Officer noted that the initial focus was on Term 1 but current indications are that the situation is unlikely to change significantly for term 2, so planning was underway for Term 2 to follow as Term 1. They added that the situation will of course change if a vaccine becomes available. They further added that UCL were investigating an online system for this year's exams and in the longer term.

The Chief Executive referred to Student Central and concerns over the loss of student social space as well as the Union's long term ambition to secure a new home. The UCL Chief Operating Officer noted that there have been informal discussions about Student Central amongst the Senior Management Team at UCL but there may be some complexity and financial risks. However, discussions are continuing.

The Chair asked if the increased student numbers would influence UCL resuming the Capital Programme. The UCL Chief Operating Officer responded that the Programme was to remain on hold but discussions were taking place about how to restart it and ensure that this did not adversely affect the student experience.

The Chair asked about any progress around the UCL Student Residences Strategy. The UCL Chief Operating Officer noted that the Strategy had been put on hold when UCL went on lockdown in March but it was recently discussed with the Director of Accommodation & Campus Services with the aim to have target dates and restart work on the Strategy. They agreed for the Union to be involved in the developments with the Student Residences Strategy which was due to be presented to UCL Council in Term 2.

The Chair asked if the UCL Estates Strategy that was confirmed at UCL Council was still proceeding. The UCL Chief Operating Officer noted that the Estates Strategy is linked to the Capital Programme and available funding; as well as a recently commissioned review of the future of office space. They advised that some long term opportunities have presented themselves and this review was being undertaken in collaboration with the UCL Anthropology Department.

The Chief Executive thanked the UCL Chief Operating Officer for their role in UCL's financial assistance to the Union and highlighted concerns for the subsequent years as the situation looked likely to last for several years. The UCL Chief Operating Officer could not make any promises but pointed out that the view at UCL is that a viable and healthy Union is absolutely core to UCL and the student experience. They added that their opinion was that this view was shared by both the outgoing and incoming UCL President & Provost.

The Chief Executive noted that the Union Senior Management Team would be keen to look at the Union's future and how recent successes could be taken forward. The UCL Chief Operating

Officer noted that they would be supportive of providing more commercial opportunities as this would improve the student experience on campus.

The External Trustee (UCL Staff) thanked the UCL Chief Operating Officer for their support so far. They referred to the excellent progress the Union has succeeded in with improving NSS scores. They stated that in order to get the Union to the ten best students' unions, there was need of a commercial strategy and UCL being more student centred. The UCL Chief Operating Officer noted that the UCL Registrar would be better placed to discuss this, they could see two ways to progress this with increasing student involvement in decision-making and involving the Union in commercial plans on campus. The Head of Operations noted that the Union would welcome involvement in any related work so that opportunities are not missed.

The Chair referred to sometimes feeling like the involvement of the sabbatical officers in estates related discussions was tokenistic. The UCL Chief Operating Officer agreed that this was unfortunate and that the whole culture regarding student engagement and representation could be improved across UCL.

The Chair thanked the UCL Chief Operating Officer for their attendance and engagement at the Board meeting and their honesty and openness.

The UCL Chief Operating Officer thanked the Board for the opportunity to share their thoughts and commented on the work of the Sabbatical Officers in the last six months and how valuable their contributions made to decisions taken.

**RECEIVED**

*The UCL Chief Operations Officer and the External Trustee (UCL Staff) left the meeting.*

## **11. Safeguarding Policy**

The Head of Student Engagement & Communication presented the Safeguarding Policy which had been prepared for an earlier meeting of the Board.

The Chair noted that it would be important to understand how the Safeguarding Policy would work in practice. They added that they would be particularly interested to understand this further in relation to the Union's commercial services with the Commercial Development Manager.

The Head of Student Engagement & Communication asked how the Board would like to receive updates of the Safeguarding Policy in future and the frequency to ensure sufficient oversight.

The Board endorsed the Safeguarding Policy and resolved that it would be considered annually by Risk & Audit Committee and reported thereon to the Board.

**RESOLVED**

## **12. Board Schedule & Business Cycle**

The Leadership Development & Change Manager presented the Board Schedule and noted that the Business Cycle will be prepared and presented at the next meeting of the Board.

The Chair noted that there would also be informal briefing sessions arranged for the Board between meetings and welcomed suggested topics to cover.

The Board resolved to approve the Board Schedule 2020-21.

**RESOLVED**

#### **16. Student Wellbeing in the time of COVID-19 and International Students**

The Welfare & International Officer introduced the Advice & Advocacy Manager and together invited the Board to share their thoughts on student wellbeing, in particular:

- What support is currently available to UCL students?
- What support should be available to UCL students in the next 12 months?
- A SWOT analysis of the Union's position regarding student wellbeing

The Welfare & International Officer advised that loneliness emerged as a pressing issue that students would face in the near future, perhaps the Union could adjust its efforts on creating a greater sense of belonging for students.

The Welfare & International Officer and the Advice & Advocacy Manager moved to a discussion around the issues faced by international students, in particular:

- The main issues international students face currently at UCL.
- The development of the Union's Global Engagement Strategy.
- The increased support and opportunities for international students.

The Chair noted that it would be beneficial to include the support for international students amongst the role of all the different groups and networks of the Union.

The Chief Executive noted that studies show that international students tend to interact with other students from own country so home students do not get the opportunity to experience more intercultural connections and experiences. They suggested that the Union could look into ways to encourage more interaction.

The Chief Executive suggested bringing the Global Engagement Strategy to the next meeting of the Board to see how some of the ideas raised in this discussion could be incorporated into the Strategy.

**RECEIVED**

#### **13. Annual Impact Report 2019/20**

The Head of Student Engagement & Communication outlined the highlights of the Union Impact Report for 2019/20.

The Chief Executive noted that the Report had been a positive tool for the Union with UCL Council highlighting a very good year for the Union in spite of COVID-19.

The Chair noted that they would be keen to include the progress against each of the strategic priorities as part of the Impact Report.

The Chief Executive noted that UCL Council were keen to consider the challenges for the Union's future as part of the Impact Report.

**RECEIVED**

### **17. Refreshed Strategy 2020-21**

The Head of Student Engagement & Communication presented the Refreshed Strategy for 2020-21 and noted that each year the Strategy is refreshed to capture the priorities for the new sabbatical officer team. They then invited feedback from the Board, the following points were made:

Student Wellbeing and Belonging:

- “arrive” at SW6 is changed to “start”.
- the last two priorities should be first.

Student Change:

- add another priority with regards to reassuring students that the Union can support them to introduce change.

Postgraduate Students:

- add the project about fees for postgraduate students that have more than one year degrees.

Student Activities and Development:

- include other activities, for example volunteering in addition to clubs and societies.

Accountability, Partnership and Governance:

- include a priority about student staff.
- noted that the point about sustainability may need to be reworded.
- use different wording for the point about financial sustainability as it was not something that could be achieved within a year.
- better way to express the first point.
- include developing a commercial strategy as part of the point for financial sustainability.

The Head of Student Engagement & Communication noted that they would incorporate the above feedback before contacting those who suggested them for review. They then asked for the best way to submit the revised Refreshed Strategy to the Board for approval.

It was agreed that the Refreshed Strategy 2020-21 was approved subject to the suggested revisions and resolved that the Chair take Chair's action to confirm the Refreshed Strategy and circulate the final Refreshed Strategy to the Board.

**RESOLVED**

**ACTION:** The Head of Student Engagement and Communication to finalise the strategy based on feedback from the Board.

**ACTION:** The Chair to circulate the final Refreshed Strategy 2020-21 to the Board.

**18. Any Other Business**

The Chair thanked the two outgoing Student Trustees that were present for their valuable contributions to the Board discussions over the past year as this was their final meeting.

The two Student Trustees noted that they had enjoyed serving on the Board.

**RECEIVED****15. Review of Day**


The Chair noted that the Union will look into holding Board meetings on Zoom in the future as this improved visibility of members.

The Chief Executive noted that the facilitated discussion session on student wellbeing was very useful with the aim to explore more strategic thinking and this may be something that the Board considers on a more frequent basis.

The Student Trustee (TM) noted that it was useful that the Chair encouraged more members to share their thoughts in the meeting.

The Chair thanked everyone and again welcomed the new External Trustee (UCL Alumni) to the Board.

**RECEIVED**

Minutes approved as a true and accurate record	
Chair:	Carol Paige, Chair of the Board
Signature:	
Date:	18/02/2021

**Action List**

<b>Actions</b>	
Democracy, Operations & Community Officer's Objectives to be amended so that they clearly include the Union financial sustainability	Chair
The Head of Student Engagement and Communication to finalise the strategy based on feedback from the Board.	Head of Student Engagement and Communication
The Board to receive the amended Refreshed Strategy 2020-21 with the suggested revisions	Chair