

BOARD OF GOVERNORS

Minutes of the meeting of the Board of Governors held on Tuesday 28 November 2023.

Present: Richard Bacon (Chair), Laura Claydon, Carolyn Donoghue (via Teams), Professor Marc Griffiths (until G23.11.13.3), Domini Harewood (until G23.11.10.5), Priya Kaur, Professor Dame Julie Lydon, Ian MacKenzie, Grant Mansfield, Kolawole Samuel Olure (until G23.11.13.3), Jamie Paddon, Professor Jim Smith (until G23.11.13.3), Dave Tansley, Professor Sir Steve West (until G23.11.13.3), Andrea Young.

Apologies: Jenny Body, Tim Simmonds, Margaret Simmons-Bird, Kalpna Woolf.

In Attendance: Dr Jodie Anstee, Clerk (until G23.11.13.3), Professor Amanda Coffey, DVC and Provost (until G23.11.13.3), William Liew, Chief Financial Officer (until G23.11.13.3), Jo Midgley, Registrar and PVC Student Experience (until G23.11.13.3), Alison Weeks, Head of Health and Safety (for G23.11.9), Dan Wood, Chief People Officer (until G23.11.13.3), Christine Gledhill, Deputy Clerk (minutes).

G23.11.1 DECLARATIONS OF INTERESTS

Members were invited to declare any agenda items for which they may be conflicted.

No declarations were received.

G23.11.2 MEMBERSHIP AND APOLOGIES

G23.11.2.1 Apologies received were noted as set out above.

Governor Re-Appointments

G23.11.2.2 Members **approved** the following recommendations of the Nominations and Governance Committee:

- i. Jenny Body, Independent Member to serve a second term of office of 3 years, to 31 July 2027. Members noted this was considered a second term based on the role of Deputy Chair.
- ii. Carolyn Donoghue, Independent Member to serve a second term of office of 3 years, to 15 March 2027.
- iii. Tim Simmonds, Independent Member to serve a second term of office of 3 years, to 15 March 2027.
- iv. Dave Tansley, Independent Member to serve a second term of office of 3 years, to 15 March 2027.

G23.11.2.3 University Pro Chancellor

Members noted that the recommendation to appoint Professor Paul Olomolaiye as a Pro Chancellor of the University had been approved by Members via email and was now presented to the Board for ratification.

G23.11.2.4 Members **approved** the appointment, for formal record.

G23.11.2.5 Members noted that the conferment of Professor Olomolaiye's honorary award of Doctor of Engineering took place on Friday 24 November 2023 at the Civic Ceremony, which was also the final UWE Bristol Graduation Ceremony to take place at Bristol Cathedral before the move to the Bristol Beacon.

G23.11.2.6 Members also noted that the move to the Bristol Beacon was due to the need for a venue with more capacity; the University would however continue to use the Cathedral for other events.

G23.11.2.7 The Chair advised that he would write a letter of thanks to the Dean of the Cathedral.
ACTION: Chair

G23.11.2.8 The Chair proposed that the next item on the agenda 'Matters raised by Lay Governors' be taken later in the meeting, immediately before the 'Strategic Items' of business for consideration. Members accepted this proposal.

G23.11.3 MINUTES AND MATTERS ARISING

Paper G23/11/01 was received

G23.11.3.1 Members **approved** the minutes of the meeting held on 19 September 2023.

Matters Arising

G23.11.3.2 Members were referred to the table of actions at the foot of the agenda and noted that all were closed.

G23.11.3.3 Trade Union Rally

The Vice-Chancellor, Professor Sir Steve West was invited to provide an update to Members on the rally, organised by UWE Unison that had taken place at Frenchay earlier that day with respect to its 8 Point Plan.

G23.11.3.4 Members noted that the Vice-Chancellor, Dr Jodie Anstee, Clerk to the Board of Governors and Dan Wood, Chief People Officer had met with colleagues from the trade unions (some UCU members were also in attendance). Unison members had addressed the rally and attendees were given the opportunity to ask questions of the Vice-Chancellor, to which he had responded.

G23.11.3.5 Members were reminded that one of the features of the 8 Point Plan was a 35-hour week and noted that a meeting was due to take place the following day with the trade union to discuss this.

G23.11.3.6 Members also noted that assurance had been given to attendees at the rally that the 8 Point Plan had been shared with Board Members.

G23.11.3.7 Members were reminded that the Chair of the Board and the Vice-Chancellor met with the Trade Unions twice a year and that the meeting due to be held earlier in the week had been postponed to 7 December, although UCU attendees had notified that they may not be able to attend. Efforts to find alternative dates would be made, if required.

ITEMS FOR APPROVAL (PEOPLE AND PLACE)

G23.11.4 ANNUAL REPORT ON HEALTH AND SAFETY 2022/2023

Paper G23/11/06 was received

G23.11.4.1 Alison Weeks, the University's Head of Health and Safety joined the meeting and highlighted the following:

- i. Following the Colleges and Schools reorganisation, work had been progressed on the embedding of responsibilities for Health and Safety in the Colleges, Schools and Professional Services, and would continue through 2023-2024.
- ii. University Health and Safety Executive Committee (UHSEC):

- a. This was now chaired by Richard Strange, Chief Digital and Information Officer (chaired previously by William Liew, Chief Financial Officer).
 - b. The UHSEC had seen an improvement in engagement from all Colleges and Professional Services, with biennial reporting providing progress on action plans and escalation of significant Health and Safety risks.
 - c. These reports were closely scrutinised with a clear focus on actions being progressed, and the impact of those on risk registers. These were then reported onward to the VCE, which enabled direct questions from the senior team, the escalation of risks and the recognition of the challenges presented.
- iii. Recruitment of a Fire Safety Adviser – an offer of appointment had been made and a response was awaited.

G23.11.4.2 Marc Griffiths, PVC and Head of the College of Health, Science and Society (CHSS) wished to convey his thanks to the Head of Health and Safety and the team for their work with CHSS, some of which had been very complex and had involved many stakeholders.

G23.11.4.3 Members noted the reference to asbestos management within the Annual Report and asked whether there were any current issues. Members noted that there were not and that there was now an Asbestos Co-ordinator role in the Estates and Facilities department.

G23.11.4.4 Members also referred to the increase in the number of accidents and noted that these were in keeping with the accident numbers reported prior to the pandemic period.

G23.11.4.5 Members noted the accidents reported to the Health and Safety Executive (HSE) under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) and the lessons learned from the investigation of one accident in particular, in relation to robust risk management and an assessment being in place and endorsed prior to activity starting. Members noted that this element had been drawn out especially to raise awareness principally among research staff.

G23.11.4.6 Health and Safety Policy Statement
Members **approved** the policy statement for signature by the Chair and the Vice-Chancellor.

G23.11.5 COMMITTEE ASSURANCE REPORTS

Paper G23/11/02 was received

G23.11.5.1 Audit, Risk and Assurance Committee (ARAC)

Jamie Paddon, Chair of ARAC provided Members with a summary of discussions that had taken place at the Committee meetings held on 5 October 2023 and 6 November 2023.

G23.11.5.2 Members noted the following:

- i. Approval of the External and Internal Audit tender strategy – the ARAC Chair and Andrea Young, Independent Member would serve on the selection panel in the Spring term.
- ii. Fire safety assurance -
 - a. Good progress had been made on a number of high risk actions that had been identified in the Internal Audit Fire Risk Assessment review.
 - b. The update from the Head of Health and Safety earlier in the Board meeting with regard to the recruitment of a Fire Safety Adviser was noted with pleasure, as this had been a concern of the Committee.

- iii. Risk Management – the most significant risks in terms of the project and programmes space would be included, with RAG ratings, from March 2024.
- iv. Internal Audit Annual Report's audit opinion of 'reasonable assurance/moderate assurance'.
- v. External Auditors' unqualified opinion on the accounts and the Committee's recommendation that the Annual Report and Financial Statements 2022/2023 be approved by the Board and the Management Representation letter signed. These would be considered later in the Board meeting.
- vi. ARAC Annual Report – although there was no longer a requirement to submit a report to the OfS, the Committee would continue to do so as good governance assurance practice.
- vii. Mapping of the Committee's practice to the CUC HE Audit Committees Code of Practice had again concluded a high level of compliance.

G23.11.5.3 Finance, Estates and IT (FEIT) Committee

Ian MacKenzie, FEIT Chair, summarised the discussions held by the Committee at its meeting on 13 October 2023 and in particular the recommendation that the Annual Report and Financial Statements for 2022/2023 be approved by the Board.

G23.11.5.4 Members also noted that the Committee had had a useful conversation on future financial forecasts and the significant impact on the financials if non-continuation was improved even slightly.

G23.11.5.5 Members further noted that the Committee discussed the Glenside Relocation Project and was content to progress to the next stage. FEIT would receive clarity at its next meeting on Stage 4 costs, options for Glenside itself and the implications of not relocating.

G23.11.5.6 Members noted the Committee's decisions regarding SAP5 and SAP6, as detailed in the assurance report and in the draft FEIT minutes.

G23.11.5.7 FEIT Members had received an informative update on the Student Journey Programme and had subsequently received a helpful summary of critical milestones from Jo Midgley, Registrar and PVC Student Experience.

G23.11.5.8 Jamie Paddon, ARAC Chair asked whether the FEIT Committee had sight of Internal Audit reports (such as TRAC) and noted that it did not. Members requested that these be provided in the VBR documents library.

ACTION: Deputy Clerk

G23.11.5.9 Nominations and Governance Committee

Richard Bacon, Chair of Governors and Committee Chair referred to the four Board Membership recommendations made by the Committee, which had been approved by the Board earlier in the meeting.

G23.11.5.10 Members also noted that an advert for a Co-opted Member of the Audit, Risk and Assurance Committee had been published.

G23.11.5.11 People, Culture, Quality and Standards (PCQS) Committee

In the absence of the Committee Chair, Jenny Body, the Chair of the Board outlined to Members the areas of concern that the Committee wished to be brought to the attention of the Board, including around the current risk felt to be associated with research within the University.

G23.11.5.12 Professor Amanda Coffey, DVC and Provost commented that the concern expressed had been with regard to the lack of appointment of a PVC Research and there had been no further conversation with regard to risks as such. PCQS Members clarified that the Committee felt that milestones were needed as well as a way for the Committee to track these; this visibility was not yet available.

G23.11.6 MATTERS RAISED BY LAY GOVERNORS

- G23.11.6.1 The Chair summarised the discussions held in the earlier in camera session for Lay Governors. Governors had expressed concern that the awarding gap remained a stubborn issue that was proving difficult to address, and it was unclear whether new data was indicating a particular pattern. There was frustration among Lay Governors that they should be doing more, whilst mindful of the need not to encroach on management and operational matters. Members noted that the Vice-Chancellor would provide an update when presenting his report to the Board later in the meeting.

STRATEGIC ITEMS FOR DISCUSSION

G23.11.7 STRATEGY 2030 IMPLEMENTATION REPORT

Paper G23/11/03 was received

- G23.11.7.1 The Vice-Chancellor outlined the key features of the report. Members noted the following:
- i. A framework for routine Strategy 2030 implementation reporting was now in place, with reporting and assurance through to the VCE and to the Board.
 - ii. The framework was based on the revised strategic programme structure previously shared with the Board in July, and centred on four strategic programmes, namely:
 - a. Student Journey Programme (SJP)
 - b. Glenside Relocation/Future of Health
 - c. UWE Programmes
 - d. Enterprise Target Operating Model (ETOM).
 - iii. A review of the commitments set out in Strategy 2030 and the changes in the external environment/financial context to identify where there was now a significant risk to delivery. These risks were discussed in detail.
 - iv. The highlight reports for each of the programmes were at different phases, reflecting the current position of those programmes. There was a significant amount of documentation in place behind these reports.
- G23.11.7.2 Members commended the quality of reporting. Members requested a more detailed discussion about the UWE Bristol research beacons referred to in the report, and to also understand the impact of the absence of a PVC Research on that and on income.
- G23.11.7.3 Members noted that this role would be readvertised with the different title 'PVC Research, Enterprise and Innovation' and that the process would be handled by an executive search firm. It was anticipated that the search for candidates would commence in the new year. Members were reminded that the DVC and Provost was the VCE lead for research until that position was filled.
- G23.11.7.4 The DVC and Provost assured the Board that research income continued to be tracked and was on target, and that aspects of the Research Strategy continued to be delivered. Members noted that there may be a need to consider and reflect upon the research income target (a stretch target) stated in the Strategy.
- G23.11.7.5
- v. UWE Programmes – progress would be shared via highlight reports to the PCQS Committee and the Board.
 - vi. Glenside –
 - a. Roadshows for staff were planned, led by the PVC and Head of the College of Health, Science and Society, his team, and by the Chief Financial Officer and Estates and Facilities colleagues.

- b. The intent of the Integrated Care Academy (ICA) had been signalled externally, as had the fact that the University was going through the process to determine the final specification, including having the appropriate capacities to deliver the concept. This would bring in partners, clinics, workshops and research and innovation.
- c. It was anticipated that February 2024 would be the key point at which the Board would consider whether to give a green light to the project, but would need to be assured of affordability and that it was fit for purpose.

G23.11.7.6 Members asked whether the University was in a position to identify:

- i. The key moment when decisions became irrevocable, and
- ii. Those decisions that were on the horizon but had not yet been taken, where there may be strategic value in either delaying these to the last moment, or confirming them as early as possible. There would be points at which the Board would have an interest.

G23.11.7.7 Members noted that although Phase 1 of the Glenside Relocation Project was being progressed, this did not mean that the University was bound to a 'Go' position with the rest of the project. The future of the Glenside site itself was being worked through and, as previously mentioned February 2024 would be the point at which there would be more certainty of costs.

G23.11.7.8 Members also noted that the SJP was phased, with decision points throughout and the Board would be kept informed of progress, as currently. No decision had yet been made with regard to research beacons, but again this would be brought to the Board.

G23.11.7.9 Members further noted that the UWE Programmes project was very much BAU and that if there was a need to come out of a subject area, this would be a matter for the Board, as advised by Academic Board.

G23.11.7.10 Members referred to the fact that there were very critical functions required to be developed in the SJP and asked whether there was a fall-back position, given the risk profile indicated in the Risk Register extract provided.

G23.11.7.11 Members were reminded of the pausing of the project earlier in the year, due to the functionality not being where the University required it to be. Members noted that meetings with the provider were taking place this week and the next, to share details of the University curriculum and how that worked. It was anticipated that the level of risk would reduce as a result of those discussions.

G23.11.8 VICE-CHANCELLOR'S REPORT

Paper G23/11/04 was received

G23.11.8.1 Members noted the content of the report and received an update from the Vice-Chancellor. Members noted the following in particular:

G23.11.8.2 *Graduation Ceremonies*
The ceremonies held the previous week had been a huge success.

G23.11.8.3 *Awarding Gap*

- i. At its last meeting the VCE had pulled together all strands of work and reporting into a single document, with one route map with leads and accountabilities identified.
- ii. Whilst there had been some significant successes and changes, this was not the case for all areas.
- iii. This was a University-wide and University-owned issue, therefore interventions had been identified to support rapid progress in relevant areas.

- iv. The University was working in particular with colleagues of Black, Asian and Minority Ethnic backgrounds.
- v. The report would come to the PCQS Committee in January 2024 and may then be picked up by the Board in March, or earlier if needed (e.g. Task and Finish Group).
- vi. The model being developed was based on the approach undertaken when the University first started to engage with students of a Care Leaver background and learned what their needs were. The intention was to do the same with the students affected by the awarding gap issue, to ascertain whether there was anything a broader stroke approach was not picking up.
- vii. There was also a need for staff to take responsibility and lead these students more effectively; for example actively engaging with Black and Minority Ethnic staff groups and with students to create the right support environments in a timely manner.

G23.11.8.4 Members asked whether the interventions mentioned had been done before and noted that where there was evidence that these had been effective, these would be shared. It was also important to recognise that where clusters existed, the University understood the complexities of those students and their experiences.

G23.11.8.5 Members also noted that this matter would be considered by the PCQS Committee in January 2024 and a deep-dive session arranged once more information was in place.

G23.11.8.6 *Israel-Hamas Conflict*

Members noted that the University was following UUK advice, and had taken advice from Jewish and Palestinian communities. The University was taking a neutral stance and was supportive of all those affected.

G23.11.8.7 *Creative and Cultural Strategy and Chancellor Nomination*

Grant Mansfield, Independent Member shared with the Board the high regard in which colleagues in the creative industry held the University's media programmes and noted with pleasure the recognition of the industry as a core part of Strategy 2030, expressing support that this industry be considered as the proposed background of a new University Chancellor.

G23.11.8.8 Members also noted the following:

- i. Bristol was a very important creative centre (and possibly the largest outside the capital) in an industry that was dominated by London.
- ii. The appointment of a Chancellor with a high profile creative background would present a fantastic opportunity for the University.
- iii. The creatives sector provided 3% of global GDP and generated 40 million jobs worldwide, employing more young people than any other sector and nearly half of the workforce were women.
- iv. The Board would engage with the University's Creative and Cultural Strategy plans in early 2024.

G23.11.8.9 The Chair of the Board invited Members to provide any further Chancellor nominations in addition to the one provided in the report, to the Clerk. Members noted that a decision would be required from the Board in March at the latest, in order to align with and maximise the move to the Bristol Beacon.

ACTION: Board Members

G23.11.8.9 Members enquired as to the extent the strike action being taken by UWE Unison the following week would impact on students and noted that this would be minimal.

G23.11.8.10 *Pensions*

Members noted the additional cost pressure imposed by the 5% uplift to employer contributions for the Teacher Pension Scheme (TPS) in April 2024, putting Universities Superannuation Scheme (USS) institutions at a considerable advantage to TPS and Local Government Pension Scheme (LGPS) institutions.

- G23.11.8.11 Members also noted that this would be likely to lead to pressures on annual pay negotiations for those institutions affected.

STUDENT VOICE

G23.11.9 UPDATE FROM THE PRESIDENT OF THE STUDENTS' UNION

Paper G23/11/05 was received

- G23.11.9.1 The Chair thanked Kolawole Samuel Olure, UWESU President and Student Nominee for the comprehensive report and shared the Board's appreciation for the vital work being undertaken to support the University's students, and in particular through the SU Advice Centre and the community larders.
- G23.11.9.2 Members referred to the statement in the report that there were no appointments available to make with the UWE Student Support Advisers (SSA) service, and asked why this was not possible.
- G23.11.9.3 The Registrar and PVC Student Experience advised that it had had been a challenging start to the academic year and administrative staff had been diverted to support the registration process. Members noted however, that coaches were available during this time for 'drop-in' sessions although this may not have been communicated as effectively as it might have been.
- G23.11.9.4 Members received assurance that a plan was in place and that this experience would not be repeated.
- G23.11.9.5 Members noted the request in the report calling for opportunities for international students to pay their fees in a more flexible way and asked whether this matter had been discussed with University staff.
- G23.11.9.6 Members noted that the Registrar and PVC Student Experience had spoken to the SU President and had clarified that there was a requirement to pay the initial 50% deposit and if a student then had difficulty paying the remaining 50%, they were able to go to the Credit Control team to discuss a payment plan.
- G23.11.9.7 Members also noted that the new payment requirements were having a positive impact and that only 29 students were in this position; the University would determine how best to support them, but that could only happen if the students engage. Members welcomed the offer from the Registrar and PVC Student Experience to discuss this further with the SU President outside of the meeting.
- ACTION: Registrar and PVC Student Experience**
- G23.11.9.8 Members further noted the request in the report to the Board for advice on how best to connect with the Bristol City Council senior leader named in the report. Unfortunately Members were unable to offer assistance with this matter but noted that the Clerk has advised on a contact.

ITEMS FOR APPROVAL (FINANCIAL)

G23.11.10 ASSURANCE REPORT: ACCOUNTS AND FINANCIAL FORECASTS

Paper G23/11/07 was received

- G23.11.10.1 Members noted the assurance provided by the ARAC and FEIT Chairs earlier in the meeting on the work undertaken by the respective Committees and reminded Members of the presentation on the accounts provided by the Chief Financial Officer, William Liew on 13 October 2023. The Chair invited the Chief Financial Officer to provide any further updates to the Board.
- G23.11.10.2 Members noted that there had been no further movement on the accounts since they were considered by the two Committees, and the confirmation that the External Auditors had confirmed the previous day that all outstanding points had been cleared.
- G23.11.10.3 Members formally noted the Audit Completion Report.
- G23.11.10.4 Members noted the current amount of outstanding student debt and noted that the new fee collection policy, introduced at the start of the academic year was having a positive effect. This would continue to be closely monitored and further action would be taken as necessary.
- G23.11.10.5 - **Financial Forecast to 2027/2028**
- G23.11.10.13 This item is recorded as a confidential minute.
- G23.11.10.14 Noting substantial concerns for the future, the Board **approved** the following:
- i. The Annual Report and Financial Statements 2022/2023.
 - ii. The Management Representation letter for signature by the Chair of the Board, on its behalf.
 - iii. The Financial Forecasts to 2027/2028.

***G23.11.11 CAPITAL INVESTMENT PLAN**
*Paper *G23/1108 was received and noted.*

REPORTS

G23.11.12 CLERK'S REPORT
Paper G23/11/09 was received

- G23.11.12.1 Members noted the content of the report. Dr Jodie Anstee, Clerk to the Board of Governors highlighted the following in particular:
- G23.11.12.2 **The Prevent Duty Monitoring Accountability and Data Return 2023**
 Members were reminded that the Prevent Tactical Risk Descriptor was available in the VBR library.
- G23.11.12.3 During discussions Members noted the details of the following:
- i. Prevent Duty Risk Assessment
 - i. Prevent Duty Action Plan (as outlined in the risk assessment).
- G23.11.12.4 Prevent Annual Accountability Statement
 Following full and careful consideration of the information provided, Members **approved** the following declaration, as required by the Office for Students:
- That the University:
- a) Has had due regard to the need to prevent people being drawn into terrorism (the Prevent duty).
 - b) Has provided to the OfS all required information about its implementation of the Prevent duty.
 - c) Has reported to the OfS in a timely way all serious issues related to the Prevent duty, or now attaches any reports that should have been made, with an explanation of why they were not previously submitted.

- d) Has reviewed, and where necessary updated, its Prevent risk assessment and action plan.

G23.11.13 ITEMS FOR WIDER COMMUNICATION

G23.11.13.1 Members **agreed** that it was important to convey the Board's concerns in relation to future financial resilience and its recognition of the respective roles of the Board of Governors and the Executive. The communication should indicate the Board's approval of the financial forecasts, its understanding of the complexities going forward and the openness of the discussion shared, which illustrated that the VCE had accountability to the Board and that Members had executed that accountability.

G23.11.13.2 Members noted that this would be communicated via a VC Update or through the Clerk to the Board of Governors.

ACTION: Vice-Chancellor/ Clerk

G23.11.13.3 University staff, Staff and Student Nominees left the meeting. The Deputy Clerk remained for the next item.

G23.11.14 RESERVED BUSINESS

Paper G23/11/10 was received

This item is recorded as a confidential minute.

ITEMS TO NOTE

***G23.11.15 AUDIT, RISK AND ASSURANCE COMMITTEE MINUTES**

*Paper *G23/11/11 was received and noted.*

***G23.11.16 FINANCE, ESTATES AND IT COMMITTEE MINUTES**

*Paper * G23/11/12 was received and noted.*

***G23.11.17 NOMINATIONS AND GOVERNANCE COMMITTEE MINUTES**

*Paper *G23/11/13 was received and noted.*

***G23.11.18 PEOPLE, CULTURE, QUALITY AND STANDARDS COMMITTEE MINUTES**

*Paper *G23/11/14 was received and noted.*

***G23.11.19 AUDIT, RISK AND ASSURANCE COMMITTEE ANNUAL REPORT TO THE BOARD OF GOVERNORS**

*Paper *G23/11/15 was received and noted.*

***G23.11.20 REMUNERATION COMMITTEE ANNUAL REPORT TO THE BOARD OF GOVERNORS**

*Paper *G23/11/16 was received and noted.*

***G23.11.21 CAMPUS 2030 UPDATE**

*Paper *G23/11/17 was received and noted.*

***G23.11.22 MAPPING THE UNIVERSITY'S GOVERNANCE PRACTICE TO SECTOR REGULATION AND CODES**

*Paper *G23/11/18 was received and noted.*

***G23.11.23 BOARD OF GOVERNORS MEETING SCHEDULE 2024/2025**

*Paper *G23/11/19 was received and noted.*

***G23.11.24 CORPORATE SEAL**

*Paper *G23/11/20 was received and noted.*

***G23.11.25 ACADEMIC BOARD MINUTES, 11 OCTOBER 2023**

*Paper *G23/11/21 was received and noted.*

DATES OF FUTURE MEETINGS

19-20 March 2024 inc. Away Day Hare and Hounds, Tetbury
 9 July 2024 13:00 – 18:00 Starting with a joint strategic seminar with Academic Board

OUTSTANDING ACTIONS			
Meeting	Minute	Action	Lead
28 Nov 2023	G23.11.2.7	Letter of thanks to be sent to the Dean of Bristol Cathedral.	Chair
28 Nov 2023	G23.11.5.8	Internal Audit reports to be uploaded to the VBR library.	Deputy Clerk
28 Nov 2023	G23.11.8.9	Nominations for the role of University Chancellor to be provided to the Clerk.	Board Members
28 Nov 2023	G23.11.9.7	Student fees matter to be discussed further with the SU President.	Registrar and PVC Student Experience
28 Nov 2023	G23.11.13.2	The concerns of the Board with regard to future financials, and its recognition of the respective roles of the Board of Governors and the Executive, to be communicated to staff and students via a VC Update or through the Clerk.	Vice-Chancellor/ Clerk