

BOARD OF GOVERNORS

Minutes of the meeting of the Board of Governors held on Tuesday 8 July 2025.

Present: Richard Bacon (from G25.07.10.13, Chair from G25.07.12), Asad Zarif Awan, Jenny Body (Chair until G25.07.11.3), Laura Claydon, Carolyn Donoghue, Professor Georgie Gough, Professor Dame Julie Lydon, Ian MacKenzie, Professor Elena Marco (from G25.07.5.4), Jamie Paddon, Dave Tansley, Professor Sir Steve West (until G25.07.15.1).

Apologies: Domini Harewood, Grant Mansfield, Dr Ciara Mullan, Tim Simmonds, Margaret Simmons-Bird, Gan Subramaniam.

In Attendance: Dr Jodie Anstee, Clerk, Professor Amanda Coffey, DVC and Provost (until G25.07.15.1), Katherine Davies, Director of Transformation and Improvement (from G25.07.9.1 to G25.07.11.3), William Liew, Chief Financial Officer (until G25.07.15.1), Jo Midgley, DVC and Registrar (until G25.07.15.1), Dan Wood, Chief People Officer (until G25.07.15.1), Jessica Wrigley, Governance Officer (until G25.07.15.1), Christine Gledhill, Deputy Clerk (minutes).

G25.07.1 WELCOME

G25.07.1.1 The Chair welcomed Members to the meeting and extended a particular welcome to Asad Zarif Asan, whose appointment as Student Nominee was due to be ratified.

G25.07.2 DECLARATIONS OF INTERESTS

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

No declarations were received.

G25.07.3 MEMBERSHIP AND APOLOGIES

Confirmation of appointments

G25.07.3.1 The following recommendations of the Nominations and Governance Committee were formally ratified:

Rob Camm, Associate Board Member

Rob to continue as the Associate Board Member for a second term of office of one year, the start of which to be deferred until 19 November 2025.

Student Nominee

Asad Zarif Awan, President of the Students' Union at UWE, to be appointed as Student Nominee, ex-officio, with effect from 1 July 2025.

G25.07.3.2 Apologies were noted as set out above.

G25.07.4 MATTERS RAISED BY GOVERNORS

G25.07.4.1 The Chair shared that at the Lay Governors session that morning, Governors had discussed the situation at the University of Dundee and that a full discussion would be held at the next meeting. Lay Governors had also discussed the University's RISE initiative, which was also part of the Horizon Scanning agenda item to be considered later in the meeting.

G25.07.4.2 Members were invited to raise any matters of concern or strategic interest for the University and the Board, and to also share details of any recent University events attended or other visits to the University.

G25.07.4.3 Members noted that the Chair recently was at the University and had met with Marta Guthová, CEO of the Czech Aviation Training Centre and Professor Sue Durbin, Professor in Human Resource Management.

G25.07.5 MINUTES AND MATTERS ARISING

Paper G25/07/01 was received

G25.07.5.1 Members **approved** the minutes of the meeting held on 19 March 2025.

Matters Arising

G25.07.5.2 FEIT Committee Assurance Report – Student Journey Programme (SJP) Progress Update (G25.03.6.32 refers)

Paper G25/07/02 was received

G25.07.5.3 Jo Midgley, DVC and Registrar provided an update on progress. Members noted the following:

- i. The Finance, Estates and IT (FEIT) Committee had received a detailed assurance presentation at its meeting on 10 June 2025.
- ii. Significant progress had been made since the last report to the Board in June 2023 and the project was on track to meet the Go Live date of January 2026.
- iii. The extract provided capturing each of the Go Live elements, their associated criteria, their criticality to Go Live and their current RAG status.
- iv. Good progress made by the vendor to the Capabilities workstream. The University team now had a lot of work to do and additional resources had been secured to support.
- v. Two assurance points before Go Live:
 - a. End of September: a 'health check' to confirm whether all necessary components to commence End to End Testing and User Acceptance Testing had been completed.
 - b. End of November: the Go/No-Go Decision Gate.
- vi. Independent assurance had been commissioned from the University of Dublin and the individual was currently at the University and liaising with the team.
- vii. The extract of the project's risk register.

G25.07.5.4 Professor Elena Marco joined the meeting.

- viii. Two meetings had taken place with the provider's Chief Technology Officer and CEO, which had helped to turn the focus.
- ix. Some business continuity work was underway with regard to not only the solution itself, but also to the processes in place to ensure the University was not reliant solely on one system.

G25.07.5.5 Ian MacKenzie, Chair of the FEIT Committee confirmed that the Committee had looked at this matter in detail and Members noted that the end of September date would be critical in terms of convergence to a likely 'Go' position. There was visibility of the matter and FEIT Members had urged the maintenance of UWE Executive contact with the vendor.

G25.07.5.6 Members also noted that an update would be provided in September at which point a decision would be made as to whether additional convening of the FEIT Committee was required.

- G25.07.5.7 During discussions Members noted the assumption made in the paper that the pace of activity would increase later in the project programme and observed that experience elsewhere had shown rather that this would slow.
- G25.07.5.8 Members heard that whilst there were still things the vendor needed to do, capability and functionality were now in place, all required updates had been provided and the University had looked at what it now needed to do in the 'bow wave' of that activity to ensure that progress was not impacted.
- G25.07.5.9 Members also noted that following the completion of the work by the colleague from the University of Dublin, the University should have external validation assurance by early August. This would help the DVC and Registrar as sponsor so that action could be taken, as well as providing external assurance to the Board.
- G25.07.5.10 Members further noted:
- i. The minimum scope included enabling:
 - a. the University to admit the student
 - b. the student to connect to the programme of study and assessments
 - c. the student to pay fees.
 - ii. The University had descoped in areas where it was felt these areas were able to come after the Go Live date.
 - iii. Training at the point of need would be provided to staff.
- G25.07.5.11 Members remarked that for those areas taken out of scope, it would be helpful to see what these were and when they would be delivered. Members noted that the FEIT Committee had asked for an update on how close the project was to realisation of benefits and this would come to its meeting in October. This would be subsequently shared with the Board.

ACTION: DVC and Registrar

- G25.07.5.12 Members also noted that the integration of elements in a live environment had been factored in, in terms of staff and business as usual (BAU).
- G25.07.5.13 Strategic Plan 2024-26 (G25.03.8.14 refers)
Members accepted the Chair's proposal that this item be taken later in the meeting when the Strategic agenda items were considered.

G25.07.6 COMMITTEE ASSURANCE REPORTS

Paper G25/07/04 was received

G25.07.6.1 Emergency Committee

This item is recorded as a confidential minute.

G25.07.6.2 Nominations and Governance Committee

The two membership recommendations detailed in the paper had been approved earlier in the meeting.

Members noted the report.

G25.07.6.3 People and Academic Assurance Committee (PAAC)

Jenny Body, PAAC Chair, summarised the discussions held by the Committee at its meeting on 4 June 2025.

- G25.07.6.4 Members noted in particular that the Committee had considered proposed terms of reference which included a footnote referencing the distinct role that the Remuneration Committee had in relation to policies and procedures specific to the University's senior management population, and that this included senior-level succession planning. The Committee had asked for reference to REMCO's oversight of the University's Framework for the Pay and Conditions of Employment for all Staff

to be added. The terms of reference were amended and subsequently endorsed by the Committee and were now recommended for Board approval.

G25.07.6.5 Members **approved** the amended terms of reference for the People and Academic Assurance Committee.

G25.07.6.6 **Finance, Estates and IT (FEIT) Committee**
Ian MacKenzie, FEIT Chair informed Members that the Committee had met on 10 June 2025 and shared highlights of discussions.

G25.07.6.7 Members noted that the Committee had reviewed in detail and had endorsed the budget for 2025/26 for recommendation to the Board of Governors. The Committee had also noted the allocation of the 2025/26 block grant to the Students' Union.

The recommendation would be considered later in the meeting as part of the Financial Estimates and Forecasts agenda item.

G25.07.6.8 **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 meeting held on 18 June 2025.

G25.07.6.9 Members noted in particular that the Committee had considered the Whistleblowing and Public Interest Disclosure Policy and Procedure as per the triennial review cycle. ARAC Members had asked for a stronger articulation of the measures in place to prevent retaliation. This was added and the updated document shared via email with the Committee, following review by colleagues in the Legal team and People Services within the University. ARAC Members endorsed the document for Board approval.

G25.07.6.10 Members **approved** the revised Whistleblowing and Public Interest Disclosure Policy and Procedure.

G25.07.6.11 Members referred to the number of internal audit actions that remained outstanding and enquired as to the level of concern among the Committee. Members noted that these were legacy actions from audits undertaken by the previous Internal Auditors, PwC and that the Committee was monitoring these.

G25.07.6.12 Members also noted that the Committee had discussed the deferred dates being proposed for some actions and had been clear that this was unacceptable for those that were rated High Risk. The Committee was able to call in staff to explain the delay behind completions.

G25.07.6.13 Members further noted many other actions had been completed and that the onus was on university management colleagues to ensure this was done.

G25.07.6.14 The remainder of this discussion is recorded as a confidential minute.

STUDENT VOICE

G25.07.7 UPDATE FROM THE PRESIDENT OF THE STUDENTS' UNION

G25.07.7.1 The Chair invited Asad Zarif Asan to introduce himself and his priorities for the year.

G25.07.7.2 Members heard that Asad had recently completed a Master's degree in Law and that he was a Co-Founder of two Law Colleges in Pakistan, and a teacher of Law.

G25.07.7.3 Asad shared three key areas of focus from his manifesto:
i. To encourage international employers to attend employment events.

- ii. Discounts at local businesses (e.g. shops, restaurants) in Bristol.
- iii. Work with the Library to provide workshops on AI as part of the suite of workshops provided.

G25.07.7.4 Members enquired as to the expectations of students on the Presidents, noting that this was a small team. Members heard that the team was aware that only one of its Members was a Home student and that a week had been set aside by the team for Home students to connect with the Students' Union. Despite over half of the student population consisting of Home students, they were not forthcoming to contest elections; it was hoped that the event would enable those students to share their needs and expectations.

G25.07.7.5 Members advised Asad to ask for support if at any point Governors were able to help and encouraged him to utilise the experience held by Board Members.

G25.07.7.6 Members noted with pleasure that the Students' Union had achieved 99.8% in the SOS-UK Green Impact Accreditation, maintaining its 'Excellent' ranking and was the highest scoring Students' Union for sustainability for a ninth consecutive year.

STRATEGY IMPLEMENTATION, PERFORMANCE AND RISK

G25.07.8 VICE-CHANCELLOR'S REPORT

Paper G25/07/05 was received

G25.07.8.1 The Chair invited the Vice-Chancellor to draw out any highlights from the report. Members noted the following:

G25.07.8.2 *Higher Education Policy Matters*

- i. There was a need to ensure that the local Industrial Strategy was being aligned to the national Industrial Strategy and that the University had an appropriate influence on that.
- ii. If local authorities were to have more control in relation to 16-25 year olds in terms of skills, the University needed to be part of that.
- iii. The University was in conversation with the West of England Combined Authority (WECA) Mayor to demonstrate how the four universities were working collaboratively with the Further Education colleges. Discussions had included:
 - a. An emphasis on skills, young people and disadvantage in the region.
 - b. The need to ensure that activity around the Industrial Strategy was sustainable and inclusive.
 - c. The Mayor's intention to promote the region's cultural and creative sectors.
- iv. The Minister of State for Skills, Jacqui Smith had shared an intention to pursue the mental health and wellbeing agenda, and was increasingly interested in how universities were meeting the new E6 Condition of Registration (harassment and sexual misconduct) and how institutions were able to learn from each other. The new condition would come into force on 1 August 2025.
- v. The potential 6% levy on International students – the levy would raise funds to support Home students in response to the Skills agenda. Universities UK (UUK) and the University Alliance (UA) were continuing to do all that was possible to stop the levy, or to delay it. If this was not possible, UUK and the UA would seek to ensure that funds would be solely for use in universities.

G25.07.8.3 Members asked whether there had been any successful push back with regard to Level 7 Apprenticeships funding cuts for over-21s and noted that these apprenticeships had ceased.

- G25.07.8.4 Members heard that the new NHS workforce plan sought to support the development of high-level practitioners (i.e. Level 7) but there was no movement to suggest any change to the cuts. The Board endorsed the view that the country needed advanced practitioners not just in the Health sector but in other such as IT and Engineering.
- G25.07.8.5 Professor Elena Marco, PVC and Head of the College of Arts, Technology and Environment (CATE), and Academic Board Nominee shared that some employers had remarked upon the “burden” of degree apprenticeships and the need to return to part-time study without the need for an infrastructure that included Ofsted.
- G25.07.8.6 During discussions, Members noted:
- i. The need for the University to again mobilise itself up with regard to part-time provision.
 - ii. The University’s continued strength in the CPD Health market.
 - iii. The 10-year extended contract for the Policing Apprenticeship.
- G25.07.8.7 Members shared anecdotally the withdrawal of one student from the above programme due to the lack of support in the workplace; that is, there not being enough resource in terms of on-the-job tutors within individual stations. This would impact on the University’s completion rates and NSS results.
- G25.07.8.8 Members noted that the burden sat with both the University and the employer and whilst the University carried the risk of students not completing, employers were not monitored in the same way; this was a flaw in the Apprenticeship model.
- G25.07.8.9 Members referred to the local growth plan which, when the University’s Estates Strategy, skills and spatial plans in the region were in place, presented a once-in-a-generation opportunity to do something revolutionary in the skills space. Members enquired whether the University was doing enough to be the first mover, as it was very well situated to be so in terms of the emerging Innovation Arc.
- G25.07.8.10 Members noted that the University’s RISE Academy would link to the skills agenda and tie into Further Education. The University was in conversations with high-end manufacturing, and with the University of Bath, whilst South Gloucestershire Council talked of the Arc and joining with the Oxford Arc; with the development of Brabazon this would be a new time for the region.
- G25.07.8.11 Members also noted that the University would continue to build its cases to demonstrate to WECA the breadth of its offer.
- G25.07.8.12 Members further noted that the University was likely to submit a bid for funding from the OfS to progress the RISE agenda and consideration would also be given as to how that agenda could be delivered in a more commercial way using a different model.
- G25.07.9 HORIZON SCANNING TO 2040 AND BEYOND**
Paper G25/07/06 was received
- G25.07.9.1 Katherine Davies, Director of Transformation and Improvement joined the meeting.
- Members heard that the objective of the presentation was to initiate discussion around reimagining the University in 2040-2050, recognising that any decisions taken now in terms of capital – estates, digital, etc. – were likely to have an impact in 5-15 years’ time; some of that discussion would be informed by trends that were being seen now, but there would be others that were not yet known.
- G25.07.9.2 This part of discussions is recorded as a confidential minute.

- G25.07.9.3 Members remarked that 15 years to 2040 was not very long and noted that when building, it should be assumed that the build would last at least 30 years.
- G25.07.9.4 Members also commented that having more 'knowns' would be helpful; for example, demographics were rising, then going down again, in 2040 the University may be doing more with industry, etc. Members noted that such data could be provided.
ACTION: Vice-Chancellor
- G25.07.9.5 Members also suggested that it would be useful to have a wide range of people involved in horizon scanning activity such as this and sharing what they think the world would look like.
- G25.07.9.6 Members noted that at the core of considerations ought to be what was the essence of Higher Education, for this environment, this purpose and what would be the attributes with which UWE Bristol graduates should leave. Members recognised that there were other considerations alongside these such as what students wanted, societal need and who paid. Also noted was the observation made that deeply coded in the human psyche was the need to gather in groups and share stories and experiences.
- G25.07.9.7 Members heard that preparatory work would be undertaken and brought back for further discussion. Members were invited in the interim to share any further thoughts with the Clerk.

ACTION: Board Members

G25.07.10 STRATEGY: STRATEGY 2030 IMPLEMENTATION

Paper G25/07/07 was received

Strategic Plan 2025-27

- G25.07.10.1 Dr Jodie Anstee, Clerk to the Board of Governors shared that the paper provided Members with the regular assurance update on strategy implementation, performance and risk. Also provided was an update on the University's performance against its Corporate Scorecard and assurance on review of the Strategic Planning Risk.
- G25.07.10.2 Members remarked that in the context of the earlier horizon scanning discussion, some areas were pleasing whilst others were proving to be challenging, and observed that progress was felt to be moving only incrementally. Furthermore, indications were that the revenue position was under a lot of pressure.
- G25.07.10.3 Members heard that the whole sector was in difficulty and a fundamental shift in the funding model and current operating model was needed. The University had taken some measures to financially stabilise and would be so for the next 2-3 years. In that time the University needed to optimise the business model, grow its areas of strength and divest where needed. The challenge was determining whether this was being done quickly enough.
- G25.07.10.4 Members noted that there was no likelihood the Government would present a new fee model, in addition to which there would be an inflation uplift and pressure placed on pensions. These considerations were mapped in the Strategic Plan, which also would also include any opportunities for investment. As an institution the University was very reliant on student fees.
- G25.07.10.5 Members commented that the student fee was also highly regulated and asked whether there was a need for a more diverse range of product. Members noted that there was a need to run the RISE Academy differently.

- G25.07.10.6 Members endorsed the view expressed that the University was quite unique among post-1992 institutions as it was strong financially, and in terms of its size, offer and scale.
 - G25.07.10.7 Members asked how much effort was applied to improving research income compared to that applied to improve the rates for non-continuation and non-completion.
 - G25.07.10.8 Members heard that the fundamental question was why the University was losing students during their studies; improving this to a level of 12% would create a significant shift and would relieve the University of some of the financial difficulties it was seeking to address.
 - G25.07.10.9 Jo Midgley, DVC and Registrar shared that the University was putting significant effort into this. Members heard that a new approach to Foundation (Level 0) was being launched and a whole programme of work around timely engagement with students. Improving continuation would also improve completion.
 - G25.07.10.10 Members noted that that tuition fees comprised 75% of university income and that every 1% improvement in continuation equated to £1m. The University was aware that the £9535 fee was not sufficient to cover the cost of teaching and therefore there was a need to explore how this could be addressed; the senior team was discussing this and a business proposal would be shared for the consideration of the Board when it considers again its thoughts on how the University would look in 2040-2050.
 - G25.07.10.11 Members remarked that in the spirit of Lifelong Learning, modular training would enable an experience different to that of 3-year study, which would provide a solid outcome for the student, who may then return several years later. Currently failure was recorded as such because of the arrangements in place.
 - G25.07.10.12 Members noted that this would be regarded as a positive outcome only if the student gained a recognisable qualification for employment; this would require a conversation with employers.
 - G25.07.10.13 Members further noted that employers were investing in early career programmes.
- Richard Bacon, Chair of the Board of Governors joined the meeting.

G25.07.11 Strategic Plan 2024-26 (G25.03.8.14 refers)

Paper G25/07/03 was received

This Matters Arising item was deferred from earlier in the meeting.

- G25.07.11.1 Katherine Davies, Director of Transformation and Improvement shared that the paper acknowledged that there the University had an immature approach to benefit realisation which it was taking action to rectify.
- G25.07.11.2 Members noted that it was anticipated that this activity would take place over the next year and it was anticipated that by July 2026 a report on the benefits realised would be presented to the Board of Governors.
- G25.07.11.3 Members heard that it would be known by March 2026 if the University Transformation Programme (UTP) was likely to be delivering for the University and an update also would be provided to the Board at that point.

ACTION: Director of Transformation and Improvement

The Director of Transformation and Improvement left the meeting.

G25.07.12 FINANCIAL ESTIMATES AND FORECASTS

Paper G25/07/08 was received

Richard Bacon took over the chairing of the meeting.

- G25.07.12.1 The FEIT Committee Chair confirmed that the Committee had considered the report in detail at its meeting on 10 June 2025 and was comfortable with it. The Chair of the Board invited the Chief Financial Officer to share any highlights.
- G25.07.12.2 Members noted the key features of the budget and the context around the forecast surplus, which was significantly above budget due to the successful delivery of Phase 1 of the University Transformation Programme. Members were reminded that the next stages of the UTP would be crucial to delivering additional savings to continue to transform the University and streamline its processes.
- G25.07.12.3 Members inquired about the increase in "other operating expenses" from the 2024/25 forecast outturn to the 2025/26 draft budget. Members heard that the increase is primarily attributed to a "grossing up" effect.
- G25.07.12.4 Members also enquired as to the cited level of income and noted that this was due in part to the increase in inflation but mostly due to grossing up.
- G25.07.12.5 Members requested that a short paragraph be provided to Board Members explaining these aspects.

ACTION: Chief Financial Officer

Post-meeting note

The Chief Financial Officer has provided the following clarification:

The 2024/25 figures benefited from the release of contingencies and provisions that were not required for that year. These amounts are subsequently reinstated in the 2025/26 budget. For instance, a £5 million student contingency was released in 2024/25 due to successful recruitment against targets. This contingency is, however, re-established in the 2025/26 budget. Additionally, the 2025/26 budget includes an anticipated increase in capital expenditure including on the digital strategy, which will be expensed.

- G25.07.12.6 Members acknowledged the earlier observation about the requirement for additional savings and urged the University to appropriately communicate the forecast surplus to staff; that is:
- i. The University needed to continue developments under the current tuition fees funding regime to achieve the desired change for the good of its students and the University itself.
 - ii. The savings the University expected to achieve from UTP first phase at this point had been realised.
 - iii. Student recruitment and continuation had been better than expected.
- G25.07.12.7 Members were reminded that the University had taken action much earlier than other institutions and throughout had been clear that whilst savings were needed, the University was also investing in areas it needed to invest in, both in terms of resources and overall operations.
- G25.07.12.8 Members heard that the Voluntary Severance Scheme had also mitigated the harsh effects of the changes.
- G25.07.12.9 Members **approved** the budget for 2025/26.
- G25.07.12.10 Members formally noted the allocation of 2025/26 block grant to the Students' Union.

G25.07.13 ESTATES STRATEGY FOR 2030 AND BEYOND

Paper G25/07/09 was received

- G25.07.13.1 Members noted that the University was currently reviewing its estates strategy to support and realise its vision for 2030 and beyond. A set of options was being explored and developed to be presented to the Board at its meeting in November 2025. A meeting of the Pensions and Financial Sustainability Sub-Committee would be convened at the end of September ahead of the Board meeting.
- G25.07.13.2 Members enquired as to whether adopting a joint working approach to this as a project between the Board and the VCE would help the Board to have oversight, particularly given the earlier horizon scanning discussion.
- G25.07.13.3 Members noted that in the autumn the Board would be asked to indicate the direction of travel of the campus strategy and this would start to guide the construction of the Masterplan. Additionally, the FEIT Committee would consider the options in October and before that there would be initial consideration by the Pensions and Financial Sustainability Sub-Committee. The Chair of Governors and the Vice-Chancellor would consider any additional Governor attendees that may be required at that meeting.

ACTION: Chair and Vice-Chancellor

REPORTS

G25.07.14 CLERK'S REPORT

Paper G25/07/010 was received

- G25.07.14.1 Members noted that the report had been due to include the updated Freedom of Speech Policy. However, the OfS had very recently published related guidance, therefore the Policy would be further reviewed to ensure this was reflected and would again go through the approvals process in the autumn.
- G25.07.14.2 Members expressed their appreciation to the Clerk for her work.

G25.07.15 ITEMS FOR WIDER COMMUNICATION

- G25.07.15.1 The Chair invited Members to identify any items of discussion for sharing with the wider University community. Members wished to convey that the Chief People Officer and Clerk would capture the conversations from the earlier Anti-Racism Learnings session.

No further suggestions were made.

University Executive Staff and other staff present left the meeting. The Clerk and the Deputy Clerk remained.

G25.07.16 RESERVED BUSINESS

Paper G25/07/11 was received

This item is recorded as a confidential minute.

G25.07.17 POST-MEETING FEEDBACK

This item is recorded as a confidential minute.

ITEMS TO NOTE

***G25.07.18 EMERGENCY COMMITTEE MINUTES**

*Paper *G25/07/11 was received and noted.*

***G25.07.19 NOMINATIONS AND GOVERNANCE COMMITTEE MINUTES**

*Paper *G25/07/12 was received and noted.*

***G25.07.20 PEOPLE AND ACADEMIC ASSURANCE COMMITTEE MINUTES**

Paper *G25/07/13 was received and noted.

***G25.07.21 FINANCE, ESTATES AND IT COMMITTEE MINUTES**

Paper *G25/07/14 was received and noted.

***G25.07.22 AUDIT, RISK AND ASSURANCE COMMITTEE MINUTES**

Paper *G25/07/15 was received and noted.

***G25.07.23 SUMMARY OF COMMERCIAL ACTIVITIES**

Paper *G25/07/16 was received and noted.

***G25.07.24 OFFICE FOR STUDENTS (OfS) RECURRENT GRANT FUNDING FOR 2025-2026**

Paper *G25/07/17 was received and noted.

***G25.07.25 CORPORATE SEAL**

Paper *G25/07/18 was received and noted.

***G25.07.26 ACADEMIC BOARD MINUTES, 26 FEBRUARY 2025 AND 7 MAY 2025**

Paper *G25/07/19 was received and noted.

*G25.07.26.1 Members noted that a minor change to the Academic Board membership – to remove the Head of the Doctoral Academy – was considered and endorsed by Academic Board at its meeting on 2 July 2025.

DATES OF FUTURE MEETINGS

23 September 2025	09:00 – 13:00	Governor Development
	13:00 – 18:00	Lunch, Strategic Seminar and Board meeting (15:00)
19 November 2025	13:00 – 18:00	
17-18 March 2026	inc. Away Day	
8 July 2026	13:00 – 18:00	Starting with a joint strategic seminar with Academic Board

OUTSTANDING ACTIONS			
Meeting	Minute	Action	Lead
8 July 2025	G25.07.5.11	The FEIT update on how close the SJP is to the realisation of benefits to be shared with the Board.	DVC and Registrar
8 July 2025	G25.07.9.4	'Known' data such as demographic trends, etc. to be shared with the Board.	Vice-Chancellor
8 July 2025	G25.07.9.7	Further thoughts regarding the reimagining of the University in 2024-2050 to be shared with the Clerk.	Board Members
8 July 2025	G25.07.11.3	UTP benefits realisation: <ul style="list-style-type: none"> Interim update to the Board in March 2026. Full report to be shared in July 2026. 	Director of Transformation and Improvement
8 July 2025	G25.07.12.5	A short paragraph clarifying the 'grossing up' aspects of the budget to be provided.	Chief Financial Officer. Closed – provided as a post-meeting note in G25.07.12.5
8 July 2025	G25.07.13.3	Consideration as to any additional Governor attendees required at the September Pensions and Financial Sub-Committee meeting.	Chair of Governors and Vice-Chancellor

