

BOARD OF GOVERNORS

Minutes of the meeting of the Board of Governors held on Wednesday 8 July 2026.

Present: Richard Bacon (Chair), Jenny Body, Rob Camm, Carolyn Donoghue, Mo Ebengho (from G26.07.6.3), Professor Georgie Gough (until G26.07.17), Professor Dame Julie Lydon, Ian MacKenzie, Grant Mansfield, Jamie Paddon, Tim Simmonds (via Teams, (until G26.07.8.9)), Margaret Simmons-Bird (until G26.07.7.11), Gan Subramaniam, Dave Tansley, Professor Sir Steve West (until G26.07.16.2).

Apologies: Domini Harewood, Richard Spink, Dr James Lee.

In Attendance: Dr Jodie Anstee, Clerk, Professor Amanda Coffey DVC and Provost (until G26.07.16.2), Katherine Davies, Director of Transformation and Improvement (for G26.07.7), Mark Davis, Director of ITS (for G26.07.10), William Liew, Chief Financial Officer (via Teams, until G26.07.16.2), Jo Midgley, DVC and Registrar (until G26.07.10.13), Dan Wood, Chief People Officer (until G26.07.16.2), Jessica Wrigley, Governance Officer (until G26.07.16.2), Christine Gledhill, Deputy Clerk (minutes).

G26.07.1 WELCOME AND OPENING REMARKS

The Chair welcomed those present to the meeting. Members were informed that this was the last Board meeting of the Academic Board Nominee (Elected), Professor Georgie Gough. On behalf of the Board the Chair thanked Georgie for her contribution, support and her particular expertise brought to the Board.

G26.07.2 DECLARATIONS OF INTERESTS

G26.07.2.1 Members were invited to declare any agenda items for which they may be conflicted. No declarations were received.

G26.07.3 APOLOGIES

G26.07.3.1 Apologies received were noted as set out above.

G26.07.4 MEMBERSHIP

G26.07.4.1 The following recommendations of the Nominations and Governance Committee were formally ratified:

Independent Board Member

Richard Spink to serve as an Independent Board Member for an initial term of office of 3 years to 7 July 2029.

Co-opted Member of the Finance, Estates and IT (FEIT) Committee

Richard Middleton to serve as a Co-opted Member of FEIT Committee for an initial term of office of 3 years to 7 July 2029.

Student Nominee

Mo Ebengho, President of the Students' Union at UWE, to serve as Student Nominee, ex-officio, with effect from 22 June 2026.

Academic Board Nominee (PVC Head of College)

Dr James Lee, PVC and Head of the College of Health, Science and Society, to serve for a term of office of 3 years to 7 July 2029.

G26.07.5 MATTERS RAISED BY GOVERNORS

- G26.07.5.1 Members were invited to share any matters of concern or strategic interest for the University and the Board, where these were not covered by items already covered in the agenda, and any details of recent University events or visits attended.
- G26.07.5.2 Members heard that Carolyn Donoghue and Jamie Paddon had attended the major incident simulation event at the Glenside Campus that took place on 22 May 2026, noting particularly how impressed they were with the response, and that the event had been very well-organised.
- G26.07.5.3 Members noted that Carolyn had also attended the Festival of Research held the previous month, which had been a very good event that had brought to life the extent of research activity at UWE Bristol.
- G26.07.5.4 Members also heard that Margaret Simmons-Bird had attended the UWE Black Professoriate Group event at The Watershed, noting that this had had a good programme, and that was pleasing to see the work being done to address the professorship gap. The DVC and Registrar, Jo Midgley and the Chief People Officer, Dan Wood had also attended the launch.

G26.07.6 MINUTES AND MATTERS ARISING

Paper G26/07/01 was received

- G26.07.6.1 Members **approved** the minutes of the meeting held on Wednesday 18 March 2026.

Matters Arising

- G26.07.6.2 Members were referred to the table of actions at the foot of the agenda and noted those that had been completed.
- G26.07.6.3 Nominations and Governance Committee Assurance Report (G26.03.5.4 refers)
Members noted that the Clerk had liaised with the Learning and Development Manager and correct profiles of individuals' training that was yet to be completed should now be available.

Mo Ebengho, Student Nominee joined the meeting and was welcomed by the Chair on behalf of the Board.

G26.07.7 COMMITTEE ASSURANCE REPORTS

Paper G26/07/02 was received

G26.07.7.1 Emergency Committee

Richard Bacon, Chair of the Committee summarised the confidential discussions held by the Committee at its meetings on 8 April, 29 May and 17 June 2026, which were noted by the Board.

G26.07.7.2 Members were advised that further details of the discussion and decisions were available in the confidential minutes for the April and June meetings provided in the BoardEffect library. The confidential minutes for 29 May had been circulated to Lay Governors via secure email, but were withheld from the library as these presented a potential conflict of interests due to the inclusion of personal information.

G26.07.7.3 Members commented that the way the Emergency Committee was being used did not feel appropriate as the business being considered could not be characterised as being an emergency (e.g. software licence), and that this created inequity when the Board did come together.

G26.07.7.4 Members noted that this matter would be considered at the Clerk's meeting in September, where forthcoming business and how this could best be accommodated would be discussed.

G26.07.6.5 Nominations and Governance Committee

The Committee Chair, Richard Bacon summarised discussions held by the Committee at its meetings on 27 January and 17 June 2026. The four membership recommendations detailed in the paper had been approved earlier in the meeting.

G26.07.7.6 Scheme of Delegation

The Committee considered an updated Scheme of Delegation, developed following a comprehensive review of the individual schemes for the Board and for Academic Board, and in response to a recommendation of the 2024 Halpin Governance Effectiveness review. The scheme had been previously considered and endorsed by Academic Board, and the Committee was also recommending it for Board approval.

G26.07.7.7 Members **approved** the revised Scheme of Delegation.

G26.07.7.8 People and Academic Assurance Committee (PAAC)

The Committee Chair, Jenny Body shared highlights of the discussions held by the Committee at its meeting on 3 June 2026.

G26.07.7.9 Degree Outcomes Statement 2023-24

The Committee considered the statement and an update on OfS requirements relating to classification algorithms, noting that outcomes remained aligned with sector benchmarks and reflected a return to pre-pandemic levels, and that the University's approach to the algorithms was noted as robust, evidence-based and compliant with regulatory expectations. The Committee endorsed the statement for Board approval.

G26.07.7.10 Members **approved** the Degree Outcomes Statement 2023-24 for publication on the University website.

G26.07.7.11 Members also noted:

- i. Assurances were confirmed to the Board in relation to the following:
 - a. Academic performance and risk.

- b. People performance and risk.
 - c. Student welfare and risk.
 - d. Transnational Education (TNE) and collaborative provision. This was the first consolidated assurance report. A deep-dive session for Governors on International provision was being arranged for the new academic year.
 - e. Research Excellence Framework (REF) 2029 preparations.
- ii. Compassionate communications - a verbal update was received regarding the ongoing work to enhance communications. Consideration would be given to whether this was brought forward as a formal paper, or as a future deep-dive session.
- iii. Student representation –
 - a. Consideration of proposals for Student-Governor engagement sessions following Governor feedback that recent sessions were not as representative of the student body as had been hoped.
 - b. Engagement sessions for 2026-2027 were now confirmed.
- iv. Academic Board observer – the Committee received an update from Margaret Simmons-Bird who had attended the Academic Board meeting held on 25 February. There had been no Governor observer for the May meeting. The PAAC Chair encouraged Governors to take up the opportunities to attend.

G26.07.7.12 Finance, Estates and IT (FEIT) Committee

Ian MacKenzie, the FEIT Committee Chair, summarised the discussions held by the Committee at its meeting on 12 June 2026.

G26.07.7.13 Members noted that the Committee had reviewed in detail and had endorsed the budget for 2026/27 for recommendation to the Board of Governors. The recommendation would be considered later in the meeting as part of the Financial Estimates and Forecasts agenda item.

G26.07.7.14 The Committee had also endorsed the Digital Strategy for Board approval and this was also a substantive agenda item to be considered later in the meeting.

G26.07.7.15 Members also noted that the Committee had received assurance on major systems projects and had approved the revised total Student Information System (SIS) funding increase to £21.4m. The Committee confirmed its assurance to the Board on programme delivery.

G26.07.7.16 The Committee also received assurance in respect of the Financial Sustainability Strategic Risk, which remained high, reflecting ongoing external pressures and a challenging medium-term outlook. The Committee confirmed its assurance to the Board on the management of the risk.

G26.07.7.17 Members further noted the discussion around Digital and Data risk, and the improved engagement in strengthening the University's cyber security, noting that these were all self-declared assurances. The Committee confirmed its assurance to the Board on the management of the risk.

G26.07.7.18 William Liew, Chief Financial Officer provided an update with regard to the following:

- i. Teachers' Pension Scheme (TPS) - with effect from April 2027 the employer contribution would decrease from 28.68% to 17.68%; this would equate to an estimated £8.5m cash/year for the University.

- ii. The Office for Students (OfS) would no longer fund C1.1 and C1.2 courses (Nursing, Computing, Creative Arts) – c.£1m of grant income.
- G26.07.7.19 During discussions Members acknowledged that it was possible that the TPS position could swing in a different direction in the future. The University would continue to press ahead with its Change Management Portfolio.
- G26.07.7.20 Members heard that the Universities and Colleges Union (UCU) had written to all Vice-Chancellors to encourage the use of the opportunity to share savings. The trade unions' decision as to whether or not the final employers' pay award offer would be accepted, was awaited.
- G26.07.7.21 Members further noted that the government squeeze on funding continued, and the sector was perceived as being slow to change or transform its activity and how that was done. Alongside all this sat changing demographics and a changing sector landscape.
- G26.07.7.22 Members asked whether the treatment of EU students as UK students would have a big impact and noted that this was not a large cohort for the University, and would have more of an impact on research-intensive institutions.
- G26.07.7.23 **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 17 June 2026. Members noted the following in particular:
 - G26.07.7.24 *Risk Management*
 The Committee considered the assurance report and noted that:
 - i. Risk management at the University was in a much better space; however, it remained on a journey and activity was underway to further improve reporting – both to the Committee and to the Board.
 - ii. A separate Risk Management Review Group was in place.
 - iii. The Risk Management internal audit review proposed for 2026/2027 would comprise of follow-up findings and actions raised in the Strategic Risk Management audit undertaken in 2024/2025 and the most recent Operational Risk Management audit, including whether newly implemented actions had been fully embedded.
 - iv. Confirmation of the Committee's assurance to the Board on the effectiveness of risk management at the University.
 - G26.07.7.25 *Fraud Risk*
 ARAC Members considered the assurance report which provided the University's risk assessment, one of the six principles provided in Government guidance underpinning the reasonable procedures defence. The Committee confirmed its assurance to the Board.
 - G26.07.7.26 *Public Procurement Regulations*
 The Committee had considered the proposal that the University move out of the Public Procurement Regulations (PPR), noting that:
 - i. The proposed process would be applied at a strategic level only, with the PPR continuing to be applied as BAU.
 - ii. ARAC had expressed the need for clarity in when the PPR would be applied and when they would not.

- iii. The proposal was endorsed for Board approval, subject to guardrails and guidance being in place by 1 August 2026, and that these be shared with ARAC for assurance.

- G26.07.7.27 Members expressed disquiet about the move away from the regulations and the risk of hasty procurement/commercial decisions being made. Members noted that the regulations would remain in place for the vast majority of cases, and that the proposed approach was not anticipated to be used very often; when it was, it would be undertaken within the guardrails that the University had set itself. University Financial Regulations also were in place which included specified delegations.
- G26.07.7.28 Members noted that the Committee had had a lengthy discussion about the University's funding profile and that recognised best practice would still be followed. Members also noted that an annual procurement report would continue to be provided to the Committee.
- G26.07.7.29 Members heard that other universities had chosen a similar route. The University would still be able to use procurement frameworks and would continue to push working with local suppliers wherever possible. Members noted that the move would require expertise within the team to do this well and this was currently being explored.
- G26.07.7.30 Members **approved** the proposal that the University move out of the Public Procurement Regulations as described, subject to guardrails and guidance being in place by 1 August 2026, and shared with ARAC for assurance.

STUDENT VOICE

G26.07.8 UPDATE FROM THE PRESIDENT OF THE STUDENTS' UNION

Paper G26/07/03 was received and noted

- G26.07.8.1 The Chair invited Mo Ebengho to introduce themselves.
- G26.07.8.2 Members heard that Mo had been the Students' Union's BME Officer the previous year, had undertaken a lot of work with the SU space and was very much looking forward to working with the Board.
- G26.07.8.3 Members noted the national issues affecting the University's students and the activity undertaken by the SU to address these, such as:
- i. Cost of living (community ladders).
 - ii. Housing.
 - iii. Mental health and wellbeing (academic de-stressing at different points of the year).
 - iv. AI – a large population of students were worried about the implications for jobs.
 - v. Progressive diversions – the slave trade, nuclear disarmament.
 - vi. The SU had responded to the government Disabled Student Allowance consultation and had also encouraged students to do so as individuals.
 - vii. EHRC guidance – the SU was trying hard to work with the LGBTQ+ Society and the Vice-Chancellor to find a way forward.
 - viii. The SU's Democracy and Governance Review had now concluded.
- G26.07.8.4 Members pondered whether the potential collapse in the graduate salary premium/jobs was one of the systemic causes in terms of employability. Members noted that

there was a need to look at what was happening at A' level/college stage as learners were not being asked what it was that they actually wanted to do; some came to university because they had been told to come.

- G26.07.8.5 Members acknowledged the extraordinary pressures that students were under and expressed the wish for students to be, and feel valued.
- G26.07.8.6 Members heard that the public and political discourse was largely negative in respect of Higher Education. In other countries it was regarded as the means through which lives were transformed but in the UK it was seen as great for some, but required gatekeeping – i.e. how to incentivise people to move in the direction to meet the needs of the country, which was unhelpful.
- G26.07.8.7 Members also noted that political discourse was that too many were going to university when they should not, and were studying in areas that did not lead directly to jobs, or the jobs were not there. There was currently no political engagement to find a solution therefore universities were having to take the lead and demonstrate the value of a graduate education.
- G26.07.8.8 Members further noted that life can be exhausting for young people; some of whom were working 30-40hr jobs, and student finance was not rising at the same level as the cost of living. The number of young people that were carers was also rising, and many were choosing to undertake CPD in their place of work.
- G26.07.8.9 The observation was made that the curricula for schools were very academic and had been made for different times. Music services were also being cut so there was already a built-in inequity; there was a need to think bottom-up – how learners could take up more vocational learning, and how to work with the creative industries to fill the gap.

Tim Simmonds left the meeting.

STRATEGIC ITEMS FOR DISCUSSION

G26.07.9 VICE-CHANCELLOR'S REPORT

Paper G26/07/04 was received

- G26.07.9.1 Members noted the content of the report and received an update from the Vice-Chancellor on the following in particular:
- G26.07.9.2 *Universities West and Colleges West*
- i. At an event held at the Frenchay campus, Universities West signed its Memorandum of Understanding, and Colleges West formally signed and declared its Charter.
 - ii. Universities West comprised UWE Bristol, Bath Spa University, University of Bath and the University of Bristol.
 - iii. Colleges West comprised of Bath College, City of Bristol College, SGS College, St Brendan's Sixth Form College and Weston College.
 - iv. The two forums would work collaboratively to open up opportunities for learners, and strengthen partnerships with employers and policy makers.
 - v. The forums would also work together to find common cause with business and with the unitary authority, and support the WECA Mayor to bring influence on regional and government thinking.

G26.07.10 STRATEGY IMPLEMENTATION, PERFORMANCE AND RISK

Paper G26/07/05 was received

- G26.07.10.1 Katherine Davies, Director of Transformation and Improvement joined the meeting, and was invited to provide an update.
- G26.07.10.2 Members noted that the report covered updates on performance and the benefits framework that the University was working towards, the plan of work for the next two years and the activity to secure the required savings, which the VCE was confident could be achieved.
- G26.07.10.3 Dave Tansley, Independent Member commented upon the time it had taken to read the papers and, whilst these were excellent, there was a challenge in understanding what was being asked of the Board. Members also noted that feedback had been given to the Chair and the Head of Governance that the papers appeared to be in the wrong order. Members also noted the value in providing a concise summary, with background/supporting information being provided through the portal document library.
- G26.07.10.4 Members noted that the VCE was still working on this finalisation of the benefits. The Independent Member offered to spend time with the Director of Transformation and Improvement to explore the packaging of the papers in a simpler way, with consistent wording throughout, which was welcomed.

ACTION: Director of Transformation and Improvement/D Tansley

- G26.07.10.5 Members also noted that the Change Portfolio work continued and over the next 2 years would sit across a number of areas including: operating model (TOM), workforce (academic), people and culture, academic provision (contribution, future skills match to demand), digital strategy, and the consolidation of the estate to a single campus. All of these would be mapped to six benefits and link to finance (e.g. lower costs, contribution, diversification of income).
- G26.07.10.6 Members noted that this was a work-in-progress, as the VCE continued to establish the means by which to track the University's biggest transformation alongside its largest spend on infrastructure, at a time of uncertainty in terms of how finances would look. Governors needed sufficient information to make decisions and to have assurance.
- G26.07.10.7 Members heard that some significant progress had been made (e.g. achievement of the £36m saving), and that the benefits realisation report outlining the lessons learned had been developed following feedback from Governors.
- G26.07.10.8 Members were informed that the SUMS benefits realisation review had been completed and the draft report had been received that day. Key headlines were shared with the Board and it was noted that the final report would be shared with Governors.

ACTION: Director of Transformation and Improvement

- G26.07.10.9 Members proposed that the Board await the VCE's completion of its work following which a high-level deep-dive session on the Change Portfolio would be arranged.

ACTION: Governance Team

- G26.07.10.10 The Director of Transformation and Improvement left the meeting.
Margaret Simmons-Bird left the meeting.

G26.07.11 DIGITAL STRATEGY

Paper G26/07/06 was received

- G26.07.11.1 The Chair welcomed Mark Davis, Director of ITS to the meeting and on behalf of the Board thanked him for organising the earlier session with Microsoft colleagues, the presentation/workshop with Academic Board, and for his work on the Digital Strategy.
- G26.07.11.2 Members noted the following:
- i. Work on the strategy had been progressing for the past 12 months to address the need for the University to have in place a coherent and road mapped approach. Colleagues had worked with the VCE in this regard.
 - ii. The Strategy was ambitious and would require investment, but was concerned with the long-term success of the University.
 - iii. The University was investing in the capabilities in the CRM space, a human-centred approach, personalised student experience, more efficient engagement with businesses and employers (CPD), and a better experience for staff who were undertaking a lot of highly transactional work.
 - iv. The Digital Strategy was presented to the FEIT Committee at its meeting on 12 June 2026, and the Committee had endorsed it for Board approval.
- G26.07.11.3 Members drew attention to the reference to the environmental aspect in the introduction section of the Strategy and observed that it did not appear to be mentioned in any depth elsewhere in the document.
- G26.07.11.4 Members noted that this was embedded within the Strategy and heard that the Director of ITS had attended the University's Sustainable Executive Group meeting the previous day to discuss working together in respect of sustainability on digital footprint and AI usage. Members acknowledged that the University was on a journey to be as sustainable as it could be, but that other business imperatives may impact on that ambition in terms of the decisions needed to be taken.
- Members noted however, that if this was not coming through strongly in the Strategy there was a need to evidence activity and the impact that that was having.
- G26.07.11.5 During discussions Members noted the need to be cognisant of the carbon consequences of digital activity, and to provide the necessary information to people when making decisions; that is, in terms of procurement, such considerations to be clear where AI was being encouraged for efficiency reasons, and where it was not, because of job implications and environmental considerations etc.
- G26.07.11.6 Members heard that in its discussions, the University had pressed Microsoft in relation to sustainability, the delivery of Net Zero, and the impact of AI. Members noted that the University was still progressing work to reduce Scope 3 but recognised there was a need to strengthen data and insight to inform progress.
- G26.07.11.7 Members were reminded of the conversations with the Board about the diminishing financial headroom for all universities and that investment in technology would impact on staff. The challenge was to ensure that the right balance was achieved and that the workforce was trained effectively.
- G26.07.11.8 The Student Nominee asked what mechanisms were in place for students and partners to help shape this digital transformation, given the discussions around commuter students, the need for a sense of belonging, etc.

- G26.07.11.9 Jo Midgley, DVC and Registrar advised that the University previously had tried very hard in this regard – and not to assume what students wanted – although efforts tended to engage those students that were already engaged. The DVC and Registrar welcomed the opportunity to work with the Student Nominee and their team to ensure that representation was as wide as possible (e.g. placement, PG Research, commuter, less confident students).
- G26.07.11.10 Members also noted that the Student Consultation Panel was very active and a valuable means of gaining student feedback.
- G26.07.11.11 Members made the following observations:
- i. As a visioning document, the Strategy worked well.
 - ii. It was useful to see a gap analysis:
 - a. Capability maturity assessment – what are the capabilities expected to be relevant in 2035, or what is the end-state target level of maturity?
 - b. Tactics to deliver – there were other options – e.g. define a catalogue of services, or architects.
 - c. What was the delivery strategy – e.g. build vs. buy. How does the University make choices in terms of long-term investment and investment in functionality with immediate benefits?
- G26.07.11.12 Members heard that the University was preparing work around the TOM, aligning capabilities of the UTP to ways of working, and part of this activity would involve looking at maturity against capabilities.
- G26.07.11.13 Members **approved** the Digital Strategy.

The DVC and Registrar and the Director of ITS left the meeting.

FINANCE, ESTATES AND IT MATTERS

G26.07.12 FINANCIAL ESTIMATES AND FORECASTS

Paper G26/07/07 was received

- G26.07.12.1 The Chair of the FEIT Committee informed Members that – as advised earlier in the meeting – whilst the budget provided short-term stability and reflected realistic projections, the Committee had stressed the importance of delivering the Transformation Portfolio to achieve sustainable cost savings and inform longer term financial planning. Following a full and considered discussion, the Committee recommended the 2026/27 budget to the Board for approval.
- G26.07.12.2 William Liew, Chief Financial Officer advised that approval was being sought of a high-level budget allocation for 2026/27 that represented a transitional position, and that the paper included proposals of how to close the savings gap next year. The team would work with the Colleges and budget holders to determine how the budget was allocated to ensure money was spent prudently.
- G26.07.12.3 Members heard that the University External Auditors, Forvis Mazars were currently undertaking their interim audit and had raised no concerns to date.
- G26.07.12.4 Members noted that the FEIT Committee would monitor the budget closely over the next year.

G26.07.12.5 Members asked whether the budget assumed employer pension contributions as per current arrangements and noted that this was the case.

G26.07.12.6 Members noted the typographical errors for correction:

- Coversheet, second sentence of second paragraph to read: "Furthermore, the reduced employer pension contributions starting from April **2027** will also provide further mitigation."
- Page 6: Column title of the second table to read "Draft Budget **2025/26**".

ACTION: Chief Financial Officer

G26.07.12.7 Members **approved** the budget for 2026/27.

G26.07.12.8 Members formally noted the allocation of 2026/27 block grant to the Students' Union.

G26.07.13 ESTATES STRATEGY AND MASTERPLAN

Paper G26/07/08 was received

G26.07.13.1 Members expressed their appreciation of the Masterplan visioning workshop session held with Governors on 11 June 2026, which had been both enlightening and encouraging.

G26.07.13.2 The Chief Financial Officer shared that the team was in the process of completing Phase 1 (analysis and vision), including confirmation of the baseline and working through with the VCE the building blocks of the future (five themes, including: workforce, portfolio, digital strategy).

G26.07.13.3 Members heard that Phase 2 (Masterplan development) was commencing with Colleges and Services to ensure their views were captured. There would be a further workshop with Governors in the new academic year to share initial thoughts in respect of what the campus could look like and to harness the Board's collective expertise to ensure that the playbook developed looked and felt right.

G26.07.13.4 The Masterplan would be presented to the Board in November 2026 for consideration for approval, on the understanding that this would remain a live document, as things may change.

G26.07.13.5 Members noted that campus costs constituted the largest element of the University's non-pay budget and that there was an imperative to rationalise the estate.

G26.07.13.6 During discussions Members asked whether the new campus would have a central arrivals point. Members acknowledged that more detail would come at the next workshop but the diagram provided in the report implied the creation of an East-West thoroughfare.

G26.07.13.7 The Student Nominee asked where the student social spaces were in the structure and expressed the hope that the Students' Union/students would be integral in the consultation of proposed developments, including the disposal of other campuses.

G26.07.13.8 Members heard that a separate set of consultants were engaged with regard to estate disposal and had produced a draft report. The University was consulting with the CEO of the Students' Union and with the Head of Sport as to how such space could be provided. Members recognised that this was a 5 to 15-year project and that not everything would be completed in one go, as Frenchay was a working and operating campus. However, the intention was that there would be something new on campus each year.

- G26.07.13.9 Members also noted that the Masterplan would be financed by savings and monies earned over the years, and that the University could consider additional borrowing if necessary. Members were informed that any proceeds from the sale of other campuses had not been factored in.

REPORTS

G26.07.14 CLERK'S REPORT

Paper G26/07/09 was received and noted.

G26.07.15 ANY OTHER BUSINESS

G26.07.15.1 Concordat to Support the Career Development of Researchers

The paper 'Agenda item 11 – Any Other Business - Concordat to Support the Career Development of Researchers' previously circulated by email, was received.

- G26.07.15.2 Professor Amanda Coffey, DVC and Provost informed Members that the University had signed up to the Concordat in 2025 and was required to provide an annual report on a specific template, as presented.

- G26.07.15.3 Members noted that the report had been considered by the Research and Knowledge Exchange Committee and endorsed by the Academic Board for recommendation for Board approval. Members heard that the timing for this first report was slightly out of sequence and would ordinarily be presented first to the People and Academic Assurance Committee before coming to the Board. Timing would be realigned for future years.

- G26.07.15.4 Members **approved** the annual report for signature on behalf of the Board.

G26.07.16 ITEMS FOR WIDER COMMUNICATION

- G26.07.16.1 The Chair invited Members to identify any items of discussion for sharing with the wider University community. Members were reminded of the Governance news article that captured key decisions and discussions of Board meetings, and noted that highlights of the Anti-Racism session earlier in the day and the considered discussion of AI throughout the day also would be shared.

- G26.07.16.2 Members of the University Executive and the Governance Officer left the meeting.

G26.03.17 POST-MEETING FEEDBACK

The Chair encouraged Members to access the online form provided on the Governors Teams site, to reflect and provide feedback on the questions posed. Professor Georgie Gough left the meeting.

G26.07.18 RESERVED BUSINESS

Paper G26/07/10 was received

This item is recorded as a confidential minute.

ITEMS TO NOTE

***G26.07.19 EMERGENCY COMMITTEE MINUTES**

*Paper *G26/07/11 was received and noted.*

***G26.07.20 NOMINATIONS AND GOVERNANCE COMMITTEE MINUTES**

*Paper *G26/07/12 was received and noted.*

- *G26.07.21 PEOPLE AND ACADEMIC ASSURANCE COMMITTEE MINUTES**
*Paper *G26/07/13 was received and noted.*
- *G26.07.22 FINANCE, ESTATES AND IT COMMITTEE MINUTES**
*Paper *G26/07/14 was received and noted.*
- *G23.03.23 AUDIT, RISK AND ASSURANCE COMMITTEE MINUTES**
*Paper *G26/07/15 was received and noted.*
- *G23.03.24 COMMERCIAL ACTIVITY ASSURANCE REPORT**
*Paper *G26/07/16 was received and noted.*
- *G23.03.25 OFFICE FOR STUDENTS (OfS) RECURRENT GRANT FUNDING FOR 2026-2027**
*Paper *G26/07/17 was awaited from the OfS and would be provided at the next meeting for noting.*
- *G23.03.26 CORPORATE SEAL**
*Paper *G26/07/18 was received and noted.*
- *G23.03.27 ACADEMIC BOARD MINUTES, 25 FEBRUARY 2026 AND 13 MAY 2026**
*Paper *G26/07/19 was received and noted.*

DATES OF FUTURE MEETINGS

22 September 2026	09:00 – 13:00 13:00 – 18:00	Governor Development/Deep Dives, Lunch. Strategic Seminar and Board meeting (15:00)
17 November 2026	13:00 – 18:00	
16-17 March 2027	inc. Away Day	Clevedon Hall
6 July 2027	13:00 – 18:00	Starting with a joint strategic seminar with Academic Board

OUTSTANDING ACTIONS			
Meeting	Minute	Action	Lead
8 July 2026	G26.07.10.4	Discussion of the format and recommendation of the papers relating to the Strategy implementation, performance and risk standing agenda item.	Director, Transformation and Improvement and D Tansley
8 July 2026	G26.07.10.8	Final SUMS benefits realisation review report to be shared with the Board.	Director, Transformation and Improvement
8 July 2026	G26.07.10.9	High-level deep-dive session on the Change Portfolio to be arranged, following the completion of work by the VCE.	Governance Team
8 July 2026	G26.07.12.6	Typographical errors to the Financial Estimates and Forecast to be corrected.	Chief Financial Officer