

## **BOARD OF GOVERNORS**

Minutes of the Board of Governors meeting held on Wednesday 15 November 2017.

**Present:** Sonia Mills (Chair), Jenny Body, Zain Choudhry, Sandy Forbes (until G17.11.14.5), Rob Fraser, Martin Hagen (until G17.11.14.5), Richard Holmes, Clive Lewis (until G17.11.14.5), Mark Mason, Jocelyn McNulty, Professor Steve Neill, Graham van der Lely, Professor Steve West, Donna Whitehead (until G17.11.15.5).

**Apologies:** Professor John Craven, David Lamb, Denis Woulfe, Jodie Anstee, Bill Marshall.

**In Attendance:** Delia Bean, Tim Benford, SU (for G17.11.15), Richard Bott and Jon Marchant, Mazars (for G17.11.11), Christine Gledhill (Deputy Clerk), Professor Jane Harrington, William Liew, Jo Midgley (until G17.11.7.5), Alison Weeks (for G17.11.6).

### **G17.11.1 MEMBERSHIP**

#### **G17.11.1.1 Governor Appointment**

Members **approved** the recommendation of the Nominations and Governance Committee that Mr Denis Woulfe be appointed as an Independent Member of the Board of Governors for a first term of office of three years, to 15 November 2020.

G17.11.1.2 Members noted the need to explore generic skills, gaps and the broadening of the sourcing of candidates, and that the Chair and the Head of Governance were working to develop generic recruitment criteria.

G17.11.1.3 Members also noted that the Committee had welcomed the University's Athena Swan Group offer to share details of its networks and specialist publications in which to advertise Governor vacancies.

G17.11.1.4 Members further noted that the outstanding Independent Member vacancy would be considered within the context of these developments.

#### **G17.11.1.5 Term of Office Renewal**

Members approved the recommendation of the Nominations and Governance Committee that Mr Rob Fraser serve a second term of office of three years, to 1 April 2021.

### **G17.11.2 DECLARATIONS OF INTERESTS**

The Chair declared the position of her husband, Mr Peter Rilett, as Chair of the Board of Governors at City of Bristol College.

Members also noted the Vice-Chancellor's position on the Office for Students Board as an interest, in relation to the item on the Regulatory Framework consultation.

No other interests were declared.

### **G17.11.3 MINUTES AND MATTERS ARISING**

*Paper G17/11/01 was received.*

G17.11.3.1 Members approved the minutes of the meeting held on 13 September 2017.

G17.11.3.2 - Stadium Heads of Terms (G17.09.4.7 refers)  
G 17.11.3.5 This item is recorded as a confidential minute.

G17.11.3.6 Student Wellbeing (G17.09.7 refers)

Members received a presentation from the Pro Vice-Chancellor, Student Experience on the initiatives being implemented to ensure all UWE students had the best possible chance of success.

G17.11.3.7 Members noted the following in particular:

- i. The University's commitment to providing outstanding learning for all and its recognition of the challenges presented by poor student mental health and wellbeing;
- ii. Students were facing more stress than in the past and there was a need therefore to develop more resilient graduates and citizens;
- iii. The challenge presented by the HE sector associating mental ill-health with risk – a perception that was influenced by the over-medicalisation of stress so that in reacting normally to ordinary stresses, etc. the individual was deemed to be 'unwell';
- iv. the University was keen to support its students to manage stress through the normal transitional challenges, so that it did not become distress and illness;
- v. 20% year-on-year increase in demand for the University Wellbeing Service provision;
- vi. UWE Bristol was implementing a strategic approach and working on the sector-wide programme – 'Step Change' – led by the Vice-Chancellor and supported by UUK;
- vii. HEFCE funding had been secured and UWE Bristol was working with the universities of York and Cardiff to develop a validated mental health and wellbeing audit tool, trial new approaches and share best practice. This was a whole-University approach and an opportunity to do things differently and to take active intervention;
- viii. UWE Bristol was building resilience into the curriculum and providing peer-to-peer support;
- ix. Resilience training and peer-to-peer support had also been taken to the University's outreach work (Future Quest) via an enterprise programme, to help students prepare and manage expectations for going to university;
- x. An outline of the key objectives to be secured by October 2018;
- xi. Outside of the Step Change programme, other strategic initiatives at the University included the Student Life programme which comprised of four key strands:
  - a. Community and citizenship
  - b. 360° experience
  - c. 24/7/365 – significant community on campus throughout the whole year, therefore it was important to provide what was needed to deliver the student experience that was expected, and that the University promised
  - d. Personalised
- xii. Mental health initiatives included 'Kooth', a free and anonymous online out-of-hours counselling support service;
- xiii. Alcohol and drug misuse – strongly linked to poor mental health – initiatives included Community paramedics – run by alumni – and the NUS Alcohol Impact accreditation, which sought to embed social norms around safe/healthy drinking;
- xiv. Anti-social initiatives – three key areas of focus: Sexual harassment, hate crime and partnerships.

G17.11.3.8 Members also noted that the above initiatives were additional to a significant number of qualified counsellors and wellbeing advisers in place at the University, and that a triage system was in place, into which significant investment was made each year.

## ITEMS FOR DISCUSSION

### G17.11.4 Vice-Chancellor's Report

- G17.11.4.1 Members noted the content of the report and received an update from the Vice-Chancellor on the following:
- i. Times' Good University Guide – UWE had gained three places in the rankings, moving to 57<sup>th</sup> place;
  - ii. Staff Survey – outline of headline results; detailed results had been considered by the Strategic Planning and Performance (SPPC) Committee at its meeting on 28 September 2017. The University would focus on areas for improvement for specific groups of staff, including disabled and BME;
  - iii. Degree Apprenticeships –
    - a. the University continued to work with its local partnership colleges, with 75 degree apprentices registered on UWE-approved engineering and technology programmes and 29 degree apprentices enrolled on the new BSc Healthcare Sciences programme
    - b. the University was well established in the region as the main, proactive and comprehensive Higher Education Institution (HEI) engaging with degree apprenticeships
    - c. Levy-paying employers were switching their support for part-time sponsored programmes to levy-funded degree apprenticeships;
  - iv. Research Strategy – the University was currently working with Faculties in assessing its position against peer institutions; details of the levels of research income and investment were noted;
  - v. Financial modelling –
    - a. initial modelling for future fees scenarios had begun, focusing on four scenarios in particular:
      - i. Fee cap £9,250 as announced
      - ii. Fee cap £8,250
      - iii. Fee cap £7,500 + grant
      - iv. Fee cap £7,500 +/-£6,500;
    - b. Fees uncertainty was captured in the strategic risk register updates;
  - vi. Strategy 2030 – continued to be progressed through the University around a number of think pieces; activities included:
    - a. presentations to the Strategy Development Board by colleagues from the FE sector on the changing education and FE landscapes
    - b. an externally facilitated 2-day scenario planning event with over 30 colleagues across the University, the outcomes of which the Board would be invited to engage at its strategic away day in March 2018;
  - vii. Several changes to the Vice-Chancellor's external engagements, as detailed in the report.
- G17.11.4.2 Members noted that whilst there may be a possibility to increase international fees, there was a need for the government to provide a more permissive immigration framework for international students.
- G17.11.4.3 *Office for Students (OfS) Regulatory Framework Consultation*  
Members noted the following:
- i. The consultation was due to close on 22 December 2017 and the Department for Education's (DfE) intention to create the Framework by 17 January 2018 and the extent of influence was likely to be limited, given the very short consultation period and the very tight turnaround;
  - ii. The response would support those of UUK and the University Alliance.
- G17.11.4.4 The paper 'Office for Students Consultation 2017' previously circulated to Members via email, was tabled.

- G17.11.4.5 Members noted that the response to the consultation was being led by the Deputy Vice-Chancellor and Provost given the Vice-Chancellor's position on the OfS Board.
- G17.11.4.6 The Deputy Vice-Chancellor and Provost led Members through the contents of the report and the proposed approach to providing a response to the consultation. Members were invited to consider the approach and whether the concerns expressed within the paper were appropriate.
- G17.11.4.7 Members noted the following in particular:
- i. Style and language adopted in the consultation had significantly changed since the 2011 White Paper 'Students at the Heart of the System', signifying a move from the student body to a focus on individual students and a shift from quality assurance and enhancement to quality assessment;
  - ii. There were a number of concerns that would be addressed in its response to the detailed questions, including:
    - a. There was an imbalance in the consultation of wide-ranging principles to micro political matters, e.g. two-year degrees
    - b. Difficult to see how institutional autonomy would be maintained, as at times the document read as a set of directives, rather than a regulatory framework
    - c. Conflict between concept of pure collaboration and increased competition among HEIs
    - d. Course closures (e.g. retitling) to be reported – difficult to believe that an regulatory body would be interested in that level of detail
    - e. Clear potential for different types of HE institutions to be treated differently, e.g. new providers would not have to comply with the CUC's HE Code of Governance
    - f. Significant potential conflict of interest in the regulatory body being able to validate degrees;
  - iii. The proposal that the University would focus upon only answering questions that were fundamental, in light of the timescale;
  - iv. HEFCE had advised that universities ensure that their FE partners were aware of the need to complete a registration form in order to receive Student Loan Company funding.
- G17.11.4.8 Members were invited to contact the Deputy Vice-Chancellor and Provost with any questions or additional feedback on the consultation response.
- G17.11.4.9 Members noted that the draft response would be considered by Academic Board at its meeting on 6 December 2017, following which it would be considered by the Chair of the Board of Governors and the Deputy Vice-Chancellor and Provost for final sign-off and submission.

**ACTION: Chair/DVC and Provost**

**G17.11.5 Corporate Scorecard**

*Paper G17/11/03 was received.*

- G17.11.5.1 The Vice-Chancellor outlined the key highlights of the scorecard. Members noted the following in particular:
- i. All Faculties were being driven to reach their targets and were pushed further when KPIs were achieved;
  - ii. 20-day turnaround would be reviewed so that the KPI focused on more helpful measures such as high quality and timely feedback;
  - iii. TEF would be incorporated into the scorecard.

The Head of Health and Safety joined the meeting.

## ITEMS FOR APPROVAL

### **G17.11.6 Health and Safety**

*Paper G17/11/04 was received.*

#### **G17.11.6.1 Annual Health and Safety (H&S) Report**

Members noted the following in particular:

- i. Construction safety remained a focus and the new process for ensuring operational programme readiness was working well and was being reconfigured for application to other programmes of work;
- ii. H&S continued to be well embedded at the University, evidenced by an overall improvement in H&S audit – overall average score of 81%;
- iii. For main H&S risks, there were reasonable management processes in place that ensured compliance with relevant legislation;
- iv. Previously reported ‘near-miss’ – the requirements of the Health and Safety Executive’s Improvement Notice were fulfilled ahead of the 30 June 2017 compliance date;
- v. Outline of key work priorities for the 2017-2018 academic year, including a review of the H&S team;
- vi. Mandatory fire safety training continued, with a requirement for this to be refreshed every two years – completion rate of 91% for 2016-2017;
- vii. The number of more serious accidents (RIDDOR reportable) had decreased on the previous year from 7 to 4;
- viii. Number of near-misses reported had increased, which demonstrated that the importance of reporting was being recognised;
- ix. Mid-point review of the University’s Safe Places, People and Practice Strategy (SPPP) had found it to be still fit for purpose, with a need to shift focus towards student engagement and student health. The H&S team was therefore working closely with the Student Life programme around aspects of student behaviour to identify areas where activities could be joined up.

G17.11.6.2 Members endorsed the Vice-Chancellor’s comments that the quality of H&S reports continued to improve year on year.

#### **G17.11.6.3 Health and Safety Policy Statement**

Members approved the policy statement for signature by the Chair and the Vice-Chancellor.

The Head of Health and Safety left the meeting.

### **G17.11.7 Compliance with the Prevent Duty 2016-2017**

*Paper G17/11/05 was received.*

#### **G17.11.7.1 Annual Report on Prevent Compliance Activity**

The Pro Vice-Chancellor, Student Experience reminded Members that the Governing Body held ultimate responsibility for the University’s compliance with the Prevent Duty and that the annual report, risk assessment, action plan and confidential safeguarding report were provided to give assurance to the Board of that compliance.

G17.11.7.2 Members’ attention was also drawn to the Guidance on Security-Sensitive Research, also enclosed, which was approved recently by Academic Board and which was the outstanding requirement of the Prevent Action Plan.

G17.11.7.3 Members also noted the following in particular:

- i. Following the University’s submission the previous year, HEFCE had concluded that UWE had due regard to the Prevent statutory guidance and were still content that this remained the case at the mid-year review point;
- ii. The emerging risk of inadequate provision of prayer space was being discussed with the SU;

- iii. No major Prevent related incidents at UWE historically or in the past 12 months and the Counter Terrorism Local Profile continued to deem the region to be of low risk overall;
- iv. The SU President was running a Bristol-wide campaign against Islamophobia during the current academic year. An element of the campaign was likely to involve an element of campaigning against the Prevent Duty on a national level; the University and the SU were in an ongoing discussion about this.

**G17.11.7.4** Safeguarding Cases for 2016-2017

The confidential report was received and noted.

**G17.11.7.5** Declaration of Compliance to the Funding Council

Following full and careful consideration of the Prevent Duty Compliance Annual Report, the reviewed and updated Prevent Risk Assessment and Action Plan, the confidential Safeguarding Report and the new Guidance on Security Sensitive Research, Members **approved** the following declaration for signature by the Chair:

Throughout the academic year and up to the date of approval, the University of the West of England:

- has had due regard to the need to prevent people from being drawn into terrorism (the Prevent duty)
- has provided to HEFCE all required information about the implementation of the Prevent duty
- has reported to HEFCE 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 submitted.

The Pro Vice-Chancellor, Student Experience left the meeting.

**G17.11.8** **Annual Provider Assurance**

**G17.11.8.1** Annual Report of Academic Board to the Board of Governors

*Paper G17/11/06 was received.*

**G17.11.8.2** Members noted that the Chairs had met on 9 November 2017 and had considered in detail the Academic Board Annual Report, supported by a quality briefing which included a number of appendices including 2017 TEF data, sample Field and Award Board reports and Taskforce data packs.

**G17.11.8.3** Members noted that the Chairs had concluded that they were satisfied with the evidence provided by the annual report and supporting documentation and recommended Academic Board's assurance on the quality of the University's academic provision and standard of awards, to the Board of Governors.

**G17.11.8.4** Members also noted that the Annual Report provided a summary of key activities undertaken during the year and that the quantitative analysis of the External Examiners' reports gave unanimous assurance, as did the Professional, Statutory and Regulatory Body (PRSB) accreditation reviews. The Quality Assurance Agency's (QAA) Higher Education Review (HER) report of 2016 also confirmed that the University's academic standards were reliable and comparable.

**G17.11.8.5** Members further noted Academic Board activity through the year, including:

- i. the continued stewardship of and guidance on the Academic Regulations, particularly with regard to continuous improvement to support the student and staff experience and the development of the Enhancement Framework in replacement of the University's Quality Management and Enhancement Framework (QMEF);
- ii. reframing of extenuating circumstances;
- iii. extended self-certification (SU-led activity);

- iv. standard of degree classifications;
- v. revisions to the student representation system.

G17.11.8.6 Members also noted the University's achievement of TEF Silver and that the University was in the process of applying for TEF Gold.

G17.11.8.7 Members were reminded of the development of the Continuous Improvement (CI) tool, which would facilitate the timely interrogation of data online.

G17.11.8.6 Annual Statements of Assurance  
*Paper G17/11/07 was received.*

Following full and careful consideration of the Academic Board Annual Report, Members **approved** the following statement of assurance:

As a Governor and on behalf of the Governing Body, I confirm that for the 2016-17 academic year and up to the date of signing the return:

- i. The governing body has received and discussed a report and accompanying action plan relating to the continuous improvement of the student academic experience and student outcomes. This included evidence from the provider's own periodic review processes, which fully involve students and include embedded external peer or professional review.
- ii. The methodologies used as a basis to improve the student academic experience and student outcomes are, to the best of our knowledge, robust and appropriate.
- iii. The standards of awards for which we are responsible have been appropriately set and maintained.

**ACTION: Vice-Chancellor to sign the declaration on behalf of the Board for submission to HEFCE**

**G17.11.9 Annual report of the Remuneration Committee**  
*Paper G17/11/08 was received.*

G17.11.9.1 Members noted the ongoing national debate regarding Vice-Chancellor and senior staff pay.

G17.11.9.2 Members also noted the sources listed in the Committee's annual report that were used to benchmark the Vice-Chancellor's pay.

G17.11.9.3 The Chair drew attention to the confidential papers circulated to Lay Members for the item of reserved business and invited Lay Members to signify if they wished to make any comment upon those papers that may require the withdrawal of other Members and University staff. The contents of the confidential papers were duly noted without the need for further discussion.

G17.11.9.3 Members **endorsed** the Committee's approach to remuneration detailed in the annual report.

**G17.11.10 Modern Slavery and Human Trafficking Statement**  
*Paper G17/11/09 was received.*

G17.11.10.1 Members noted the revised statement and the activity undertaken during the 2016-2017 year and referred particularly to the statement that the University had contacted "all suppliers with a spend over £36m" to ask how they were complying with the Modern Slavery Act. Members requested clarification as to whether all suppliers should be contacted and not just those with this level of spend.

**ACTION: Deputy Clerk**

G17.11.10.2 Members **approved** the University's Modern Slavery and Human Trafficking Statement 2016-2017 for signature by the Vice-Chancellor and publication on the University's website.

**ACTION: Vice-Chancellor/Deputy Clerk**

Mr R. Bott and Mr J. Marchant, Mazars, joined the meeting.

**G17.11.11 Annual Report and Financial Statements for Year Ended 31 July 2017 and Auditors' Completion Report**

*Paper G17/11/10 was received.*

G17.11.11.1 Members noted that the Annual Report and Financial Statements had been considered at length by both the Finance, Estates and IT (FEIT) Committee (from financial controls and management perspective) and the Audit Committee (examination of accounting standards used in preparing the accounts); both Committees had endorsed the accounts to the Board of Governors from these perspectives for approval.

G17.11.11.2 The External Audit Partner thanked University staff for their co-operation and noted that the audit had progressed well. He led Members through the document and highlighted the following:

- i. The outstanding audit matters previously indicated to the committees were now closed, and all audit risks had been dealt with
- ii. Significant findings included:
  - a. St Matthias – overage could not be reliably measured due to uncertainty around the date of the development's completion; no further disclosure in the financial statements was therefore considered necessary
  - b. Future Space – considered to be a delivery mechanism behind the University's Strategy 2020 and not for commercial profit making reasons, and as such would be classified as Property, Plant and Equipment (PPE) and not investment property
  - c. Internal control recommendations relating to potential fraudulent payments and Right to Work checks administration;
  - d. Wallscourt Foundation – treatment of the Foundation as an independent organisation and no requirement for the consolidated University financial statements to include the results of the Foundation. Confirmation of the Foundation's independence was a specific statement in the letter of representation;
- iii. Based upon the work performed and evidence seen, confirmation of the management's assertion that the University was a going concern and Mazars would be issuing an unqualified opinion in the letter of representation.

G17.11.11.3 Members noted the comments of the Chair of the Audit Committee that the Committee had had a full discussion on the requirement for evidence to support an assessment of 'going concern' and had requested a summary of the evidence that had been given to the External Auditors to support the assertion of the University as a going concern (Appendix F to the report). This was subsequently provided and the Committee was comfortable with the assurance received.

G17.11.11.4 Members also noted the comments of the Chair of the FEIT Committee outlining the level of interrogation undertaken at its meeting on 12 October 2017, particularly around fees regime uncertainty, staff costs, the Apprenticeship Levy – and the effect of inflation upon those – and pensions.

G17.11.11.5 The Board thanked the Director of Finance and the External Auditors for their work, and the members of the FEIT Committee and the Audit Committee, and **approved** the



annual report and financial statements, representation letter and the annual assurance return for signature by the Chair and the Vice Chancellor, on behalf of the Board.

G17.11.11.6 The Board expressed its sincere thanks to Mr Bott for his work and contribution to the business of the Committee as External Audit partner for the University over the years.

G17.11.11.7 Mr Bott and Mr Marchant left the meeting.

**G17.11.12 Annual report of Audit Committee 2016-2017**

*Paper G17/11/11 was received.*

G17.11.12.1 Members welcomed an update from the Chair of the Audit Committee confirming that in the Committee's opinion assurance could be taken that there were appropriate arrangements in place for:

- i. risk management, control and governance;
- ii. economy, efficiency and effectiveness (value for money)
- iii. the management and quality of data submitted to HESA and HEFCE.

Members **approved** the report for submission to the Funding Council.

G17.11.12.2 Members noted the challenge presented by the student:staff ratio and that the issue had been discussed at a meeting with the Trade Unions earlier that day, attended by the Vice-Chancellor and the Chair of Governors.

G17.11.12.3 Members also noted that a paper outlining a coherent view of ways forward and their implications, would be brought for the Board's consideration in due course.

**G17.11.13 UWE Operations in Asia Pacific**

*Paper G17/11/12 was received.*

This item is recorded as a confidential minute.

**REPORTS**

**G17.11.14 Updates from Committee Chairs, Minutes of Board Committees**

G17.11.14.1 Strategic Planning and Performance Committee, 28 September 2017

*Paper G17/11/14i was received and noted.*

Members noted that the SPPC Committee continued in its monitoring of progress of the University's strategic programmes, the Corporate Scorecard and developments in the process to acquire a new Student Information System (as timely and appropriate).

G17.11.14.2 Nominations and Governance Committee, 19 October 2017

*Paper G17/11/14ii was received.*

Members noted that the Committee had agreed that a mapping exercise be undertaken of the Board's practices against the Committee of University Chairs' (CUC) HE Code of Governance. This would be dovetailed with the outcomes and developments arising from the OfS's Regulatory Framework consultation currently underway, that may also impact on the Board.

G17.11.14.3 Finance, Estates and IT Committee, 19 October 2017

*Paper G17/11/14iii was received.*

Members noted that the Committee had received a comprehensive update from the Director of ITS on cyber security provision – including policies and standards – and that the online staff training programme on cyber security compliance would become mandatory.

G17.11.14.4 Audit Committee, 30 October 2017  
*Paper G17/11/14iv was received.*

Members noted that the Committee had requested the following:

- i. A review by the Internal Auditors of the management of the Innovation for Growth (i4G) funding;
- ii. A progress update on UKVI compliance to be provided at the end of the year;
- iii. Subsequent to the findings of the recent internal audit review, that further assurance to the Committee at its next meeting on progress in readiness for the General Data Protection Regulation (GDPR) due to come into effect on 25 May 2018.

G17.11.14.5 Strategic Risk Register  
*Paper G17/11/15 was received and noted.*

Ms S. Forbes, Dr M. Hagen and Mr C. Lewis left the meeting.

## ITEMS FOR DISCUSSION

### **G17.11.15 Students' Union (SU) Strategy and Update from Student Governor Forum**

G17.11.15.1 The SU Chief Executive Officer (SU CEO) joined the meeting and presented the key highlights of the SU Strategic Plan 2017-2022.

G17.11.15.2 Members noted the following:

- i. The Strategy had been considered by the Student Governor Forum at its meeting the previous week and was the result of a range of consultative engagement with students, staff and the SU Board of Trustees;
- ii. It was anticipated that the SU Board of Trustees would receive the final plan for approval on 5 December 2017, for launch in January 2018;
- iii. The SU mission, vision and values, and student priorities; the latter were structured around student feedback and were: Active, Network, Support, Value and Voice;
- iv. KPIs had been set for the student priorities, not all of which would be achieved by 2022 and the target dates reflected this;
- v. Enabling priorities: Communication, Environment, Finance, Governance and People.

G17.11.15.3 Members acknowledged the challenge that the delivery of a five-year strategy presented for the SU and in particular for the SU officers, whose tenure was relatively short. Members noted that candidates for the officer roles would be required to provide six priorities as part of their manifesto, three of which had to be aligned to the SU Strategy.

G17.11.15.4 Members noted the Vice-Chancellor's observation that the SU team was operating coherently and continued to benefit from good dialogue with University colleagues.

G17.11.15.5 Members also noted that a 'manifesto matrix' was presented to the Student Governor Forum, the purpose of which was to allow SU Officers to report on the progress of their individual manifesto pledges.

Ms D. Whitehead left the meeting.

### **G17.11.16 Feedback from CUC Plenary**

G17.11.16.1 Members noted that the discussions held at the plenary were supported by a suite of presentation slides and that these would be shared with Members.

**ACTION: Chair/Deputy Clerk**

- \*G17.11.16 **Capital and Major Projects Programme**  
*Paper \*G17/11/16 was received and noted.*
- \*G17.11.17 **Board of Governors Meeting Schedule 2018-2019**  
*Paper \*G17/11/17 was received and noted.*
- \*G17.11.18 **Academic Board Minutes**  
*Paper \*G17/11/18 was received and noted.*
- \*G17.11.16 **Governor Attendance 2016/2017**  
*Paper \*G17/11/19 was received and noted.*

#### **RESERVED BUSINESS**

**G17.11.17** This matter was dealt with earlier in the meeting and recorded within Min. G17.11.9

#### **ITEMS TO NOTE**

##### **Dates of Future Meetings**

20-21 March 2018	inc. Away Day	Hare and Hounds, Westonbirt, nr. Tetbury
11 July 2018	13:00 – 18:00	