

Minutes of meeting held on 27 September 2023 at 13.00hrs in Room G15, Main House, Newton Park campus

Present:

Mr Jonathan Glasspool	Independent Governor (Chair)
Dr Emma Wakelin	Independent Governor (Deputy Chair) - to item 7
Professor Sue Rigby	Vice-Chancellor
Mr Steve Egan	Independent Governor
Mr Antony Durbacz	Independent Governor
Ms Sue Lane	Independent Governor
Ms Suzanne Harris	Staff Governor (Professional Services)
Professor Sabbir Ahmed	Staff Governor (Academic)
Ms Jas Raymond-Barker	Students' Union President
Ms Francesca Burke	Student Governor
Mr Stephen Riad	Independent Governor
Ms Francesca Fryer	Independent Governor
Ms Vinita Nawathe	Independent Governor
Mr Sanjay Shah	Independent Governor

In attendance:

Mr David Newman	University Secretary
Professor Georgina Andrews	Deputy Vice-Chancellor and Provost
Ms Jo Stocks	Chief Financial Officer
Mrs Katherine Lee	Governance Manager
Dr Rebecca Schaaf	Pro Vice-Chancellor (Student Experience) - items 5 & 6
Professor Simon Haslett	Pro Vice-Chancellor (Partnership Strategy) - item 7
Professor Andy Salmon	Pro Vice-Chancellor (External Relations) - item 9
Ms Sara Gallagher	Head of Student Wellbeing Services - item 10
Professor Helen King	Director of Learning Innovation, Development and Skills - item 8
Mr Edward Arnall-Culliford	Interim Business Intelligence Service Manager - items 1 - 4

Apologies

Ms Carole Stott	Independent Governor
Ms Emily Casey	Independent Governor
Mr Nick Sturge	Independent Governor

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23/01	<p>Apologies, new declarations of interest and Chair's Business</p> <p>The Chair welcomed governors to the meeting. There were apologies from Ms Emily Casey, Ms Carole Stott and Mr Nick Sturge.</p> <p>Particular welcome was provided to Ms Francesca Burke following the commencement of her formal appointment as the student member of the Board of Governors from 1 July 2023 and her first attendance at a Board meeting.</p> <p>The Chair gave thanks for the Students' Union (SU) Sabbatical Officer presentation provided immediately prior to the meeting, which provided a useful overview of SU priorities for the forthcoming year and highlighted key points pertinent to the Board in all its activities in respect of cost of living and impact on the student experience.</p> <p>Commendation was provided on the recent Sunday Times Good University Guide 2024 Award for University of the Year for Social Inclusion.</p> <p>Governors were reminded that the recording of the recent Board Awareness session on Equality, Diversity, Inclusion and 'Privilege' was now available for review on Admin Control.</p> <p>The Board APPROVED the consent agenda (Minutes reference 23/14, Agenda Item 14).</p>	
23/02	<p>Minutes of the meeting of 12 July 2023</p> <p>The minutes were APPROVED as an accurate record of the meeting.</p>	
23/03	<p>Matters Arising</p> <p>The University Secretary referred to the schedule of actions and an update was provided that the majority of actions had been completed, with one action in progress expected for completion following the refinement of the financial strategy, as included in the schedule.</p> <p>The Chief Financial Officer updated the Board that further to discussions at previous meetings, the opening of an additional account with Barclays Bank, was in process, in order to maximise the opportunities for interest on held cash balances.</p>	
23/04	<p>Vice-Chancellor's Update (Paper G1316)</p> <p>The Vice-Chancellor provided an overview of her written report and highlighted the volume of activities undertaken over the summer, incorporating progression of core business and other activities.</p> <p>The following areas as covered in the report were emphasised:</p> <p>In respect of the external environment: Government, Department for Education and Office for Students (OfS), it was considered this was a rapidly changing environment. There had been involvement in a recent Universities UK meeting to provide a response to Government in respect of franchised or validated educational providers. Potential regulatory changes in this area were considered to be a risk to the sector.</p>	

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	<p>It was advised that the outcome of the OfS data assurance audit conducted over the summer was expected shortly. Although it was considered there would be no evidence of wrongdoing, it was expected there would be significant recommendations, due to changes in data return requirements. Further future changes as part of the Data Futures project, were highlighted.</p> <p>It was advised that the OfS involvement following last year's BDO audit remained open, although the University could demonstrate that all recommendations had been completed. It was awaited if there would be a requirement for a OfS B3 condition compliance assessment. There was an expectation of increases in costs, with charges for audits by the OfS made in the future. The outcome of the recent report on the OfS by the House of Lords, titled 'Must do better: the OfS and the looming crisis facing Higher Education' was referred to.</p> <p>In respect of Trade Union and the marking and assessment boycott by the University and College Union (UCU) over the summer, there had been a delay to a small minority of students in the return of their marks, focussed on Biology, despite efforts to mitigate. The vast majority of students had graduated with grades. It was updated that further strikes proposed for this week, had been called off by the local Union branch, which was considered positive for new students joining the University. Further action through this academic year was considered likely.</p> <p>In respect of financial sustainability, cashflow was positive and a small surplus had been achieved. There were future opportunities for further considerations in expanding channels of income generation and genuine volatility of all income channels. In respect of the expected surplus for the financial year ending 2024, following work over the summer, it was expected that this would be lower than previously anticipated as part of the budget setting processes. There may be additional investment requirements for staff than initially expected, and this would be brought back to the Board as appropriate, in due course.</p> <p>In respect of league tables, the University had decreased its position in two tables and increased in one. With improvements in data optimisation, there was confidence of improvement in all three league tables next year, with care required in respect of the balance between achievement in league tables and retaining the identity and ethos of the University.</p> <p>In respect of recruitment, reference was made to reduced recruitment for undergraduates throughout the year, with progress made via clearing. It was considered that volatility would continue in this area and there were variations in the sector. Reference was made to the benefit of the reorganisation of Student Recruitment and Marketing in this process. International Student numbers were advised as very positive, with this being the final year in which master's students could bring dependants to the UK which may be an impacting factor. It was advised that an application to UKVI was being submitted to recruit internationally at Bath Spa University London (BSUL) from next year. In respect of BSUL, it was advised that the first intake for this year was lower than expected and any learning would be taken forward for the remaining intakes this year.</p> <p>The Teaching Excellence Framework (TEF) Silver outcome was considered very positive, with gold achievable following improvements in progression and</p>	

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	<p>employment, which also needed to be balanced and considered in the context of focus on social inclusion and partnerships.</p> <p>In respect of New City College (NCC) University Centre, this was advised as open with students and an update was provided on the extensive activities undertaken to develop the site.</p> <p>In respect of Initial Teacher Training and DfE accreditation, the University had retained its accreditation which was considered important for reputation.</p> <p>In respect of Locksbook 2, the pre-application submission had been received and was being used as a guide for planning permission submission.</p> <p>In respect of the strategic plan update, a document was provided to the meeting which outlined the key purpose, priorities for 2023/24 in terms of a 'to do list', continuous improvement and roles and remit of executive oversight committees of Senior Leadership Group, Strategic Delivery Group and Strategic Resources Group.</p> <p>A full discussion took place, and a number of queries arose regarding reasons for clearing increases, and reference was made to positive impact of availability of accommodation, strategic capping of some courses and use of social media. Recent increase in CAS limit and further considerations as part of BSUL were discussed in respect of market intelligence. It was advised that an internal audit of the international student experience would take place, with engagement of the SU to ensure international student experience was supported and any areas of risk was effectively mitigated. In respect of importance of international students to the business model this year, it was advised that the Chief Financial Officer would provide a report and breakdown of year-on-year differences, to the next meeting of the Board. A query was raised in respect of risk and partnerships and mitigations in place, and it was advised that there were options for future consideration.</p> <p>Introduction was provided to the Interim Business Intelligence Service Manager who provided a presentation on KPIs. This presentation considered the changing metrics, complexities of comparisons for the sector and disadvantages and advantages of various approaches for tracking. Examples were provided of data points across sections of the survey, as well as subjects and sector data averages. Tracking incorporated red and green ratings which could be tracked over time. It was considered that data by subject provided visibility of institutional strengths and weaknesses which were beneficial.</p> <p>Data from the NSS survey was considered and the application of targets to encourage improvements in required areas. Reference was made to the subject leader's role to assist staff in understanding their data and the need for recognition for both positive achievements as well as encouragement for subjects requiring improvement. Reference was made to the impact of staff movements in Psychology which were disproportionately impacting for a small university.</p> <p style="text-align: right;">[Edward Arnall-Culliford left the meeting] [Rebecca Schaaf joined the meeting]</p>	CFO
23/05	Teaching Excellence Framework (TEF) and National Student Survey (NSS) Results (Paper G1317)	

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	<p>The Pro Vice-Chancellor Student Experience advised the Board that the University has achieved a rating of Silver in this year's Teaching Excellence Framework (TEF). This incorporates an overall rating of Silver, a rating of Silver for Student experience, and Silver for Student outcomes. It was advised that 'glimmers' of gold had been seen in some subject areas as well as a few areas where Silver had been less secure.</p> <p>The 2023 National Student Survey was substantially different compared to previous years making direct comparisons problematic. It was advised that overall, the University had performed well and the response rate of 75.9% was greater than the sector average for 2023 (71.4%) and slightly higher than the rate achieved last year (74.4%).</p> <p>The key points of the survey were discussed and advised that in four out of the seven survey sections, the proportion of Bath Spa University respondents who answered positively (the "Positivity Measure") increased against 2022 and, in the "Assessment and Feedback" section, Bath Spa University outperformed the sector average.</p> <p>The Positivity Measure for Bath Spa University fell behind the sector average in the other six sections, most notably in the areas of "Learning Resources" and "Organisation & Management". While performance varied widely by course, there were particular themes, especially with regards to Organisation & Management. It was considered that the impact of Covid restrictions still had a bearing on how students responded to the survey this year and other institutions in the sector had made more rapid progress. Free text comments had indicated issues related to communication of changes in staffing and improvements required in consistency of information. Focus this year was advised as consistency of practice, clarity, and compassionate communications. Reference was made to improvements in digital experience, but that initial teething problems had impacted, at the time the survey was undertaken.</p> <p>Progression was highlighted as a key area for improvement and that results were lagged 15 months after graduation, the threshold of 60% progression into professional managerial level roles was advised as achieved, but that improvements were required to reduce the gap with the sector. This topic was a key identifier for active monitoring conversations and employability was also being embedded into curriculum. A focus group was supporting students in the final stages prior to graduation and post-graduation in respect of mentoring and signposting short courses, to improve support to students.</p> <p>There are actions underway which should positively impact on the areas of concern identified, which include implementation of a new survey platform to significantly improve scores in the Student Voice section, new guidance and support for staff and students in the use of Ultra, Adobe and MS365, a new suite of digital screens across the campuses to improve student communications and recognition for course leaders.</p> <p>A number of queries were raised in relation to activities within Organisation and Management, sharing of best practise from high performing areas, tracking of attendance and the impact of Covid. It was confirmed that international students were not included in survey results.</p> <p>A student governor provided feedback on the disappointing student voice scores reflective that some students felt undervalued and disengaged. Reference was made</p>	

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	<p>to the impact of cost of living and that some students were undertaking significant part time work on top of studying and needed to be incentivised by something of perceived value to engage, especially when opportunities were reduced due to working arrangements.</p> <p>Reference was made to the highest score achieved by the library for learning resources and that students had indicated that the opportunity to provide feedback was high, but that awareness of actions taken as a result of feedback was an area for improvement. The importance of the role of course leaders in this process was considered.</p> <p>The Board NOTED the report and TEF and NSS results.</p>	
23/06	<p>Estates Update (Paper G1318)</p> <p>The Pro Vice-Chancellor Student Experience presented the report to the meeting which provided updates on key areas of activity related to the Estates Strategy, incorporating Locksbrook 2, Sion Hill, Sports Ground, Newton Park Lease, Green Park House Claim, Student Accommodation 2022/23 strategy and longer-term strategy.</p> <p>During discussions the following key aspects were highlighted:</p> <p>[Redacted: FOI Exemption Section 43: Commercial Interests].</p> <p>In respect of the latest forecast for Student Accommodation 2022/23, there was decline in demand during the 2022/23 cycle back to normalised levels following last years 'spike' in demand. This had enabled the University to accommodate all of its clearing offer, resulting in positive recruitment through clearing.</p> <p>A principles-based accommodation strategy approach was being developed, focussing on 10 key areas as outlined in the report to the meeting.</p> <p>In respect of the longer-term accommodation strategy, the linkage to the financial strategy and optimal relationship between proportion of BSU owned compared to proportion controlled under nomination agreements was considered [Redacted: FOI Exemption Section 43: Commercial Interests]. A rich discussion was held on the priorities for balance and building of a package of student support which mitigates the loss of control and pastoral care and assisting with provision for 2nd and 3rd year students, in a difficult market.</p> <p>[Redacted: FOI Exemption Section 43: Commercial Interests]. Reference was made to timing considerations, relationship building activities undertaken by the Senior Leadership Team and that the principles of the accommodation strategy would assist in prioritisation and decision making in uncertainty. The executive team will need to react proactively to opportunities as they occur.</p> <p>A rich discussion took place in reference to Sion Hill and a number of queries were raised in respect of the number of decisions required, progression through committee structure expected in the autumn and reliance on external inputs. It was considered that there were challenges of competing priorities, ambiguity, risks, prioritisation of decision making and trade-offs in respect of investment decisions and finance</p>	

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	<p>strategy considerations for potential investment in accommodation, learning space and sports facilities, all within a short period of time. Clarity around priorities of decisions making for the Board, was considered key, as part of this process.</p> <p>After detailed discussions, the Board thanked the Pro Vice-Chancellor Student Experience for the clear report and NOTED the report and further updates expected to the Finance and infrastructure Committee. [Redacted: FOI Exemption Section 43: Commercial Interests].</p> <p style="text-align: right;">[Rebecca Schaaf left the meeting] [Simon Haslett jointed the meeting]</p>	
23/07	<p>Educational Partnerships Strategy (Paper G1319)</p> <p>The Pro Vice-Chancellor Partnership Strategy provided introduction and overview of his professional background and role following his recent appointment to the substantive position. He presented his report to the meeting which outlined the important contribution that educational partnerships made to the University's Strategy 2030 and contribution to objectives of growth within 5 years to balance the number of students studying outside Bath, to those studying in Bath. It was considered that this growth was a realistic aim, but with challenges in complexity and maintaining numbers to manageable levels with student number caps in place, as articulated in Item 12 of the partnership objectives, as presented to the meeting.</p> <p>The Educational Partnerships strategy has been developed through extensive consultation and involvement of governors, university committees and other stakeholders.</p> <p>A rich discussion was held, and the following points were highlighted:</p> <p>Quality and student experience remained high due to the number of partners being relatively small. It was advised that a small number of partnerships had not been continued, although some students remained progressing through existing courses. A potential risk was highlighted that some partners may obtain degree awarding powers and move away from the University. Additional partners in the UK and transnational education were being considered to strengthen and mitigate existing arrangements. Existing partners were working well in terms of financial impacts and broadening access, in communities where students may find it difficult to access Higher Education.</p> <p>A query was raised on considerations of optimal strategic approach to partnerships in respect of breadth and depth and it was advised that a mix of partnerships was held, some over several years across portfolios and others where niche and exciting academic opportunities had been identified. Reference was made to benefits for social inclusion. Larger strategic partnerships for core strategic objectives were referenced in respect of financial sustainability and widening participation.</p> <p>A query was raised regarding requirements to maintain focus on high standards and ethos for Bath based students to prevent their disadvantage by this strategy. Reference was made to the University's recent social inclusivity award and considerations in respect of transnational education partners which may not align to BSU core values. Reference was made to the balance and dedicated care for the suitability and management of partnerships.</p> <p>A fulsome discussion regarding risks associated with education partnerships took place. The usefulness of segmental reporting as part of the regular financial updates and strategy was raised and it was agreed that this should be considered further.</p> <p>Following a query reference was made to the activities undertaken over the previous year to overcome challenges, embed communications and cement relationships at</p>	<p>PVC Partner</p>

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	<p>high level and now considered that partnership arrangements were now more stable. Reference was made to the balance in managing relationships and managing student numbers. In respect of partnership impact on the University's compliance with OfS B3 metrics, it was advised that this was impactful where some cohorts did not yet have progression metrics. Key Performance Indicator monitoring meetings were in place to oversee this aspect.</p> <p>After discussions, the Board APPROVED the Educational Partnership Strategy, and requested that a further update on the implementation of the strategy be scheduled for bringing to the Board of Governors in July next year.</p> <p style="text-align: right;">[Emma Wakelin left the meeting] [Simon Haslett left the meeting] [Helen King joined the meeting]</p>	<p>ship Strategy / CFO</p> <p>Governance Manager</p>
23/08	<p>Artificial Intelligence Report (Report G1320)</p> <p>The Director or Learning Innovation, Development and Skills provided introductions and presented her report to the meeting with the aim of providing assurance to the Board of Governors that the University is remaining up to date with and responding to the rapid developments in generative AI and its implications for learning, teaching, assessment and research.</p> <p>Building on the discussions and guidance, namely from University College London and the National Research Centre for Artificial Intelligence (AI), a number of recommendations, approved by Education Committee in June, are being implemented to ensure that staff and students at BSU are appropriately supported in their use of generative AI tools and that policies and processes are transparent and able to remain up to date with this rapidly evolving technology.</p> <p>If well-supported, these technologies provide opportunities for enhancing learning and creativity for staff and students which outweigh concerns around potential misuse. A range of ongoing activities are being implemented including provision of guidance and workshops for staff and students.</p> <p>A detailed discussion was held which covered embedding use of technology to positively support students' study, use of Chat GTP, Abode Firefly, positive impacts for accessibility considerations in the subject of Art, students' critique of quality of AI outputs, negative impacts in respect of inaccuracy of referencing and facts and understanding of AI limitations.</p> <p>Following a query, it was confirmed there was general positivity amongst staff, although some were wary, often through lack of understanding or engagement in internal events to 'de-mystify' AI.</p> <p>A governor highlighted the importance of governance of inputs as well as outputs, providing an industry example of confidential sensitive information accidentally being shared and then widely available via AI. Reference was made to unregulated AI storage of data, and that rules and processes for staff on input of data, ethical and copyright considerations was also beneficial.</p> <p>The Board thanked the Director or Learning Innovation, Development and Skills for her clear report which was NOTED and it was considered that an update on the use of this technology for the University in 12 months' time, would be useful.</p>	<p>Governance Manager</p>

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	<p style="text-align: right;">[Helen King left the meeting] [Andy Salmon joined the meeting]</p>	
23/09	<p>Brand Review (Paper G1321)</p> <p>The Pro Vice-Chancellor External presented his report to the meeting which updated the Board on the Brand Review project, an overview of activity to date and continuation into the coming year with timeframes for 2023/24. Key concepts of 'Professional Creativity' were discussed and considered in various contexts through the lenses of 'Confidence, Curiosity and Creativity' (the '3 Cs'). With the aim of introducing coherence into the complicated and multifaceted business of the University.</p> <p>Consultation had taken place with over 200 internal staff and 30 external stakeholders and workshops had taken place with schools. There had been positive acceptance and excitement about the new way of defining BSU with showcasing and identifying clearly, the activities in which the University was involved.</p> <p>Following an overview of context to this work, an update was provided on key activities to make progress in brand identity for BSU. These included improvements in storytelling activity and 'untold' stories with identification of segments of staff, students and partners. Areas for focus had been identified as employability, interconnection between research, innovation and enterprise, learning and teaching as inclusive and intensive practice and alumni networking. Reference was made to alumni and branching out projects in relation to employability and sharing of data. Positive outcomes in respect of the incorporation of the 3 Cs across the learning and teaching of undergraduate programmes and the use of design students and staff in our marketing materials would enable an interactive and interconnecting community.</p> <p>In respect of key themes of heightened awareness and seeing Bath Spa differently, reference was made to projects such as the National Centre for Fashion and Sustainability and the Creative Quarter, student agency and connections outside of the University. It was considered that measurement of social impact and progress was key with requirements for a clear narrative of linkages of Bath Spa University with inclusion, creativity, sustainability, ethics and society leading to economic and social benefits and connection, with sense of purpose of the University.</p> <p>The SU President made reference to the linkages with the SU strategy and positive welcome week student feedback. Following a query regarding engagement and relevance of branding for partners and social inclusion considerations, it was confirmed that Bath Spa University London (BSUL) had been engaged and involved in the project and a methodology was sought which would work across a range of contexts.</p> <p>Following a query, update was provided on the commissioning of a new website, that this was anticipated to take approximately 18 months and that piloting and prototypes would be trialled on the existing website, during this period. It was advised that there was no expectation to change the BSU logo at this time.</p> <p>Following a query regarding length of project and objectives in respect of recruitment, it was confirmed that recruitment and conversion had been involved from commencement in identifying key elements of 'why join us and why stay' and that refinements in this area were valuable as a key component of this project, rather than the overall objective.</p> <p>It was considered that further opportunities for involvement in this project could be through the next Board Away Day or at a future Board Awareness Session.</p> <p>The Board thanked the Pro Vice-Chancellor External and NOTED the report.</p>	

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	<p style="text-align: right;">[Andy Salmon left the meeting] [Sara Gallagher joined the meeting]</p>	
23/10	<p>Annual Prevent Duty Report (Report G1322)</p> <p>The University Secretary provided context of the annual report which was presented ahead of the annual return to the OfS, expected in December and advised that the report as provided by the Head of Student Wellbeing Services set out an update on the University's compliance with the Prevent Duty and provision of the refreshed risk register and action plan and mitigations in place for the University, including BSUL.</p> <p>The Head of Student Wellbeing Services advised of the importance of the actions and mitigations in place and that there were similarities across the counter terrorism local plans although the risks of type of radicalisation between BSU and BSUL were different. The Board were advised of the continuation of development of connections with regional counter terrorism teams.</p> <p>The updated statutory Prevent Duty guidance was published by the Home Office in September 2023. There are no new legal requirements or specific additional responsibilities for the higher education sector, with focus on refresh of language. Prevent Duty requirements would continue to be an embedded aspect of the University's wider approach to student wellbeing. The University will review its procedures to ensure it is reflective of the guidance before its introduction, which was expected in December 2023.</p> <p>The SU President raised a query regarding the risks attached with reduction in community spaces due to lack of funding and impacts of loneliness, connectiveness and community. It was advised that for the University, provision of a sitting room for students was expected later this semester.</p> <p>A query was raised in respect of BSUL and it was advised that joint working had taken place with security and estates on development of the new building. Liaison had taken place with the counter terrorism lead at the Metropolitan police force and training would be progressed for BSUL staff.</p> <p>A query was raised in respect of engagement with community leaders in the BSUL area and it was advised that this was in the process of development being led by a member of staff in Student Wellbeing Services. It was expected that engagement in the local authority, local community spaces and groups would develop over the coming year.</p> <p>The Board NOTED the report and APPROVED delegation to the Chair of the Board to sign the Prevent Annual accountability statement when the new template is available, to enable submission to the OfS deadline, which is anticipated (based on previous years) to be in early December 2023.</p> <p style="text-align: right;">[Sara Gallagher left the meeting]</p>	

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23/11	<p>Annual Academic Board Report (Paper G1323)</p> <p>The Deputy Vice Chancellor & Provost presented the report in her capacity as Deputy Chair of Academic Board. The report provided the Board with an overview of the work of the Academic Board over the previous academic year, current academic governance structures and terms of reference for the Academic Board.</p> <p>Governors were reminded that the engagement and oversight strategies for reporting mechanisms of Academic Board with the Board of Governors included the summary of the most recent Academic Board meeting as provided by the Deputy Vice-Chancellor & Provost to Board meetings and additional linkage of attendance at Academic Board by the SU President and Academic Staff Governor, as elected by the Academic Board.</p> <p>The summary of the key items of business for Academic Board over the 22/23 academic year highlighted the focus on key partnership oversight of quality and standards as a consequence of the BDO audit action plan, as well as general academic quality oversight, survey results and Teaching Excellence Framework.</p> <p>The University Secretary reminded the Board that following the Academic Governance review in the summer, the academic governance structures, terms of reference and membership had been approved at the July 2023 meeting of the Board of Governors.</p> <p>Reference was made to the outcome from the recent Governance Self Evaluation review and feedback related to strengthening governance assurance over Academic Board activities and that this paper was considered to provide a consolidated overview of the various activities taking place at Academic Board.</p> <p>The Chair reiterated the benefit and requirement for Governors to attend an Academic Board meeting, if not already done so and reference was made to the next meeting occurring on 31st October 2023.</p> <p>The Board NOTED the report.</p>	
23/12	<p>Nominations and Governance Committee</p> <p>a) Committee Chair's Update</p> <p>The Chair of the Committee provided a verbal update to the meeting referenced the provision of meeting minutes and highlighted the following which was NOTED:</p> <ul style="list-style-type: none"> • Chairs had outlined their areas of focus of business for the new academic year • Governor appraisals and opportunities for input continued on a rolling basis <p>b) Governor re-appointment</p> <p>The Chair of the Committee provided a verbal report of the committee recommendation of the reappointment of Emma Wakelin for a further 3-year term of office, following the end of her current term in February 2024 and this was APPROVED by the Board.</p> <p>c) Report on outcomes of the annual governance effectiveness review (Paper G1324)</p> <p>The University Secretary presented the report to the meeting which provided a digest from the annual governance effectiveness review as discussed at the Nominations</p>	

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	<p>and Governance Committee. Thanks were provided to those who completed the survey which received a healthy overall response rate of 14 responses.</p> <p>Highlight was provided of the positive examples expressed in survey response and comments as follows:</p> <ul style="list-style-type: none"> • Overall feedback was very positive • Positive feedback on leadership of the Board • Positive feedback on the quality of the Vice-Chancellor reports particularly in relation to horizon scanning was considered helpful <p>In respect of areas for potential development or future focus, these were outlined as follows:</p> <ul style="list-style-type: none"> • Academic Governance assurance as discussed in earlier items to the meeting and that opportunities to build on this further would be explored. • Value of Deep Dive discussions, particularly those at the Board Away Day and consideration of opportunities for this activity • Maintaining the Boards commitment to ensuring a diverse Board, which would be progressed in relation to current external recruitment activities for two new governors, one with skills in legal and regulatory skills to join the Audit Committee and one with finance and investment skills to join the Finance and Infrastructure Committee <p>The Board was reminded that opportunities were available to speak to the Chair, Vice-Chancellor or University Secretary regarding any feedback, as required outside of the survey timescales.</p>	
23/13	<p>Remuneration Committee</p> <p>a) Committee Chair's Update</p> <p>The Chair of the Committee provided a verbal update to the meeting and highlighted the following which was NOTED:</p> <ul style="list-style-type: none"> ▪ The meeting scheduled for September had been postponed as a key participant of the committee had been unable to attend and the meeting has been rescheduled to 2 November 2023 ▪ The Committee had therefore dealt with an item of business requiring recommendation to the Board at this meeting, via correspondence. <p>b) Annual Remuneration Committee Report to the Board of Governors 2022/23 (Paper G1325)</p> <p>The Chair advised that the report covered the business completed by the Committee over the previous year to provide assurance to the Board and there was nothing included which was required to bring to the Boards attention. It was advised that minor amendments to job titles, as provided in the 2022/23 Terms of Reference of the Committee would be considered for update for 2023/24, at the forthcoming meeting. In reference to benchmarking data as referred in the report it was confirmed this was reported retrospectively for the 2022/23 period.</p> <p>the Board APPROVED the Annual Remuneration Committee Report.</p>	
23/14	Consent Agenda	

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	<p>As referenced in minutes reference 23/01, Agenda Item 1, decisions on the consent agenda items were made as follows:</p> <ul style="list-style-type: none"> a) The Board APPROVED the Annual Compliance Statement on Research Integrity (Report G1326). b) The Board APPROVED the UUK Annual report on Compliance to Support Research Staff Development (Report G1327) c) The Board NOTED the Register of Interests and that these would be published on the University Website (Report G1328) d) The Board NOTED the Register of Seals (Report G1329) e) The Board RECEIVED the draft minutes from a meeting of the Academic Board held on 11 July 2023 f) The Board RECEIVED the draft minutes from a meeting of the Nominations and Governance Committee held on 12 September 2023. 	
23/15	<p>Any other business</p> <p>The Chair reminded the Board that a formal dinner would take place at Newton Park on 19 October 2023 at 6.30pm and menu choices would be included in the forthcoming Governor E-Bulletin.</p> <p>The next meeting of the Board would be held at Newton Park on 13 December 2023.</p> <p>The Chair provided formal thanks and commendation to Suzanne Harris, staff governor who was stepping down from the Board of Governors following completion of her 3-year term of office as a professional services staff governor. Reference was made to the difficulties of this period in respect of Covid and recovery and thanks and appreciation were provided to Suzanne for her input and insight during her tenure.</p>	
23/16	<p>Meeting Evaluation</p> <p>The Chair provided thanks and invited comments from Governors and executive in respect of the effectiveness of the meeting.</p> <p>The Chair referenced balancing time for discussion on key agenda items and the duration of meetings and time commitment for Governors.</p> <p>It was considered that technology for online attendance at the meeting had been improved with the use of a new system for the meeting.</p> <p>The Chair reminded Governors to let him know of any further topics considered beneficial for discussion at future meetings.</p> <p>The Board was advised of the time spent by the Chair, Vice-Chancellor and University Secretary on the formulation of the agenda and amount of time given to each topic in light of priorities and approvals.</p>	

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	Feedback was provided to the SU President on the usefulness of the presentation on SU priorities prior to the meeting and the highly positive contributions to the meeting made by the student governor, during her first meeting.	
	The meeting ended at 16.15.	

Katherine Lee
Governance Manager

(Signed as a record of confirmed minutes)

[Redacted: FOI Exemption Section 40: Personal data]

Jonathan Glasspool (Chair)
Date: 13 December 2023