



BOARD OF GOVERNORS
Minutes of Meeting held 30 July 2021 at 12.00 by conference call

Present:

Mr J Glasspool (Chair)	Mr S Lockren
Dr J Brasted	Ms J Luxford
Ms E Casey	Ms V Nawathe
Mr S Egan	Professor S Rigby (Vice-Chancellor)
Ms M Evans	Mr N Sturge
Ms T Fisk	Dr E Wakelin
Ms S Lane	

In attendance:

Ms J Conibere (Senior Chancelry Administrator)
Ms R di Corpo (University Secretary's nominee - minute taker)
Mr P Fox (Pro Vice-Chancellor, Finance and Infrastructure)
Dr M McGuinness (Pro Vice-Chancellor, Academic Planning)
Ms S Gallagher (Deputy Head, Student Wellbeing Services)
Ms P Slater (Interim Head of Academic Governance and Policy)
Ms A Stone (Director, Human Resources)

Apologies:

Ms S Harris (Staff Governor)
Mr D Newman (University Secretary)
Prof N Sammells (Deputy Vice-Chancellor and Provost)

20/78 WELCOME AND APOLOGIES

The Chair welcomed governors to the meeting. It has been a particularly busy period for the sector with recruitment front of mind in an external environment that remains opaque and unpredictable.

The Chair noted the apologies for Suzanne Harris, Neil Sammells and David Newman. Rebecca di Corpo and Jane Conibere are in attendance in Mr Newman's absence.

20/79 DECLARATION OF NEW INTERESTS

The Chair advised that no new governor interests had been declared in advance of the meeting. Marianne Evans queried the reference to the University's annual Block Grant in relation to the Financial Regulations, but no concerns were raised.

It was reported that James Pullen, co-opted member to the Finance and Infrastructure Committee, has stood down following a potential conflict of interest in relation to student accommodation. The Nominations Committee is asked to consider membership requirements going forward.

20/80 MEMBERSHIP MATTERS (Paper G1158)

The Chair invited Governors to note and approve the recommendations of the Nominations Committee held on 23 June, as presented in Paper G1158. The Board;

- (ii) Noted the election of Marianne Evans as SU President 2021-22 and her automatic membership of the Board of Governors for as long as she holds office.
- (iii) Approved the appointment of Harry Watts as a Student Governor for the period 30 July 2021 to 30 June 2022. Harry is to succeed Lauren Stone, whose term as a Student Governor ended at the end of June.
- (iv) Approved the appointment of Professor Jermaine Ravalier as a Staff Governor (Academic) for a period of 3 years, commencing 30 July 2021, in succession to Susan McMillan.
- (v) Approved the appointment of Emily Casey as an independent governor for a term of 3 years, commencing 30 July 2021.
- (vi) Approved the renewal of Joy Luxford and Vinita Nawathe as independent governors, each for a further term of 3 years, when their first term ends in September 2021.
- (vii) Noted the intention to recruit additional independent governors to diversify and further strengthen the skills of the board. Arrangements are underway to find governors with skills in: digital; applied arts; HE/FE academia.
- (viii) Approved the appointment of Steve Egan as Chair of Finance and Infrastructure Committee, to take effect from the point of Teresa Fisk's retirement. The Board noted his first committee meeting as chair will be in December 2021.
- (ix) Noted the process and indicative timeline for the appointment of the next Chair of the Board of Governors.

For the appointment of the next Chair of the Board of Governors, J Luxford thanked Governors for their input to date and confirmed that the University Secretary has commissioned an external search firm in support of this activity. The Nominations Committee will also work to meeting the skills gap of the wider membership around the digital transformation agenda and applied arts, in addition to ensuring diversity targets are met and the gap in estates knowledge also addressed.

20/81 VICE-CHANCELLOR'S REPORT (Paper G1159)

The Vice-Chancellor presented her report to the Board, covering a long period of Covid disruption and later stages of the 2021 recruitment process. Ongoing issues with low undergraduate recruitment are critical. While the effects of Covid are severe the market itself may be changing and University finances are under strain as a result of these persistent issues. While relatively strong reserves mean that this is not yet a critical issue, it is clearly of great concern and requires rapid action. Plans to reduce expenditure are in place but investing in revising Bath Spa's portfolio and improving the student experience are essential. This is likely to result in some years of difficult budgets. The University's Recovery and Renewal work is the centre-piece of this work, addressing partnerships, recruitment and the student experience as well as financial sustainability. However, the long wavelength of academic cycles and ongoing Covid effects will make change slower than is palatable. The pandemic has done significant damage to the University, coming a year after the major restructure and two years into the portfolio development and recruitment work commenced. Continued close scrutinising of the University's strategy, and good management, will enact the necessary changes in the medium term to put Bath Spa University on a firm footing for the future.

Governors noted the Vice-Chancellor's updates on the external environment including government and regulatory issues, the Office for Students (OfS) and data, the consultation on the future of the National Student Survey (NSS), the University's continued response to Covid, and pay disputes. The UCU dispute is likely to result in industrial action in the autumn, though it is hoped this would not be during the time when students return.

Governors noted the Vice-Chancellor's core business updates regarding Recruitment, Retention, and the financial viability of the University. KPIs for this academic year were provided at Appendix 1, with detailed commentary. Updates on the University's financial position and recruitment position are provided later in the agenda. With reference to paragraph 6.4 (Recruitment), it was noted that there is no potential conflict for Professor Andy Salmon concerning articulation pathways. The NSS results were also highlighted, including those of the Students' Union which was judged to effectively represent students' academic interests by 60.71% of respondents, up from 53.33% last year and impressively enters both the top quartile and top 25 of Guardian League Table providers.

On wider University matters, Governors noted updates on the school restructure, Teach First, Knowledge Exchange, QA processes and the Turing Scheme. The Board congratulated staff promotions, for

Dr Lucy English - Professor of Creative Enterprise and the Spoken Word
Dr Jermaine Ravalier - Professor in Organisational Psychology and Social Justice
Ms Wendy Hanrahan - Reader in Education
Dr David Coast - Reader in Early Modern History
Dr Jess McCormack - Reader in Dance and Theatre

Bath Spa has had three years of success in the highly competitive National Teaching Fellow scheme. Around 15 NTFs are awarded annually in England. Dr Penny Hay will be named as a National Teaching Fellow in a press release due for publication in August.

The Vice-Chancellor was devastated to report the death of first year student Connie Hillman, on 16 June. A post mortem revealed that Connie died from Sudden Adult Death Syndrome. Her parents, friends and tutors are being supported by Student Support staff. She will be awarded an aegrotat degree which will probably be conferred at the same time as her peers graduate.

Governors thanked the Vice-Chancellor for her excellent report. The resilience of the senior management team was noted and the Board queried staff wellbeing. Additional capacity in strategic planning and estates has been helpful, but all departments are at full stretch. On the positive, the senior leadership team is the other side of the strategic hard lift around the Renewal and Recovery Plan. The Board explored the potential for a KPI dashboard, taking a leading indicator approach; an intellectual balance sheet, as opposed to financial. The Chair will consider if, how and when the Board could take this forward.

[ACTION: CHAIR OF THE BOARD OF GOVERNORS]

The Board further discussed the outstanding performances highlighted through the NSS, the government's reconsideration around issues of widening participation, approaches to Knowledge Exchange and the forecast drop in student numbers against high performing areas including Education. Governors were particularly keen to capture positive feedback regarding teachers' efforts to ensure students were safely engaging and learning throughout these challenging times.

The Board noted the Vice-Chancellor's report (G1159) and, in particular, the appended KPI report.

20/82 RECRUITMENT UPDATE

Dr Mark McGuinness, Pro Vice-Chancellor (Academic Planning), gave a short presentation on UCAS recruitment: Conversion, July 2021. The Chair thanked him for committing time to the Board during his annual leave.

Forecasting of firmed applicants is underway, Clearing is open and the University is closely monitoring numbers. The conversion campaign has been challenging and conversion activity was stepped up to compensate. The consequences of the lockdowns and restrictions of 2020 and 2021 are heavily influencing the 2021 recruitment cycle, and it is anticipated 2022 and 2023 cycles will also be impacted. This year saw high tariff institutions lower their entry requirements and large ex-polytechnic universities in the South West also recruiting well. There was a significant rise in the number of applicants choosing to decline all offers made during the cycle across the sector and there was a notable deterioration in postcode recruitment in the region, and BA area specifically. As it stands currently, 60% of Bath Spa's incoming cohort is from outside the South West region. This will present opportunities as well as challenges. New courses are on track but changing applicant geographies are reconfiguring competitor sets. Some of the 2021 experience will be short-term Covid impacts, but others are the acceleration of longer term issues already being addressed through portfolio renewal, differentiation and wider engagement.

Governors were confident the identified actions and measures were the right ones, acknowledging this was always going to be a challenging period for the sector. The rise in applicants from outside the region indicates strong digital marketing and it is clear that a sustained digital strategy for recruitment is essential. Also discussed was the opportunity to amplify the Bath Spa brand through stronger and bolder marketing that draws on Bath Spa's distinctiveness and student-centred approach, as evidenced in the NSS.

The Board discussed and noted the recruitment update provided for the period July 2021, praising Dr McGuinness and his team for their tireless work throughout this challenging period.

[M McGuinness left the meeting]

20/83 UNIVERSITY BUDGET 2021/22 (Paper G1160)

Paul Fox, Pro Vice-Chancellor (Finance and Infrastructure) presented the University's proposed budget for 2021/22 to the Board, provided as Paper G1160 together with an update to the financial forecasts out to 2025/26. These update the financials of the Recovery and Renewal Plan agreed at the April Board, taking account of latest information, in particular the latest available student number data, including the UCAS close position. This is a realistic but challenging budget that requires continuing efficiency, effectiveness, and flexibility in managing University resources. The Budget and medium term financial forecast demonstrate compliance with Bank Covenant requirements. The context in which the budget is set is particularly challenging with unprecedented impacts and uncertainty arising from the Covid-19 pandemic, increased competition for students, and the first year of the change in EU undergraduate fees. Section 6 of the paper indicates how such risks will be managed.

The Finance and Infrastructure Committee considered this report at its meeting on 20 July and in light of that is recommending Board approval. The Committee highlighted the uncertain context while recognising that it was necessary for the 21/22 Budget to be set on the basis of the UCAS close likely intake, albeit that that was more challenging than even the previous 'pessimistic' scenario.

Governors thanked management for the comprehensive paper. The Chair brought the Board's attention to the table under paragraph 6.5. The Finance & Infrastructure Committee had underlined the importance of gaining a better understanding of the relationship between income and cost for the University's core business, as a guide to further action. In particular, the risk of student intake numbers not improving as rapidly as predicted and therefore the need to better manage costs to mitigate that. The difference between the income assumed in the medium term financial forecast, and what would be achieved in the 'pessimistic' scenario is set out in the table to indicate the order of magnitude of further savings that would be required. The University is also prepared for the risk of higher than anticipated recruitment numbers should, for example, the home student position reverse, though fluctuation in first year student numbers have a significant impact on student accommodation. The Board is assured by the proactive regularity of monitoring of any changes and supportive of taking a longer term view.

Governors noted the latest cashflow and clarity of phasing in respect of the Locksbrook acquisitions in the Capital Expenditure Plan 2021/22-2025/26 (Appendix A) and that work continues to refine plans and establish whether or not the plans represent value for money in respect of the other estates elements of the plan. Cost inflation with building materials in short supply will be factored in at the next phase.

The Board considered and approved the University Budget 2021/22 in the context of the updated medium-term financial forecast to 2025/26.

20/84 BANK LOANS AGREEMENTS UPDATE (Paper G1161)

On 5 March 2021 the Financial Conduct Authority (FCA) announced the dates that all LIBOR (London Interbank Offered Rate) settings will either cease to be provided by any administrator or no longer be representative; in the case of sterling this is immediately after 31 December 2021. This means that all bank loan agreements need to remove all reference to LIBOR and be replaced with a suitable alternative rate; in this case SONIA (Sterling Overnight Index Average).

The Board received the University's Transition proposal, having considered the documentation in light of the above and noting there is no immediate financial impact in respect of the transition as all current Bath Spa loans are agreed at fixed rates; the transition is merely a formality.

The Board approved the Transition proposal outlined, replacing LIBOR with SONIA, as set out in Paper G1161. The Board further authorised the following signatories, Paul Fox (Pro Vice-Chancellor, Finance and Infrastructure) and Marc Webb (Deputy Director of Finance), to sign the necessary documentation including the Transition Agreement on behalf of Bath Spa University.

20/85 PROPOSED CHANGES TO FINANCIAL REGULATIONS (Paper G1162)

The Board reviewed the proposed minor modifications to the University's Financial Regulations, which reflect the changes in University management structure (at associate and deputy pro vice-chancellor level) and linked changes to the necessary expenditure approval thresholds (Appendix C of the Regulations). There is also an update to reflect the approved Anti-Fraud, Bribery and Corruption Policy, and some minor grammatical / spacing issues.

The Board approved the modifications to the Financial Regulations, as presented in Paper G1162, for publication.

20/86 ESTATES STRATEGY: NEXT STEPS (Paper G1163 & G1164)

Paul Fox, Pro Vice-Chancellor (Finance and Infrastructure) presented Papers G1163, Estates Strategy: Next Steps – Green Park House and Bankside. Governors noted the confidentiality of this item.

The report considers the future ownership of its two off campus purpose built student accommodation assets in the context of Strategy 2030, the Estates Strategy, the Recovery & Renewal Plan, and the medium-term financial forecast update set out in Paper G1160. The report concludes that: neither of these are well suited to the requirements of current and likely future Bath Spa students; that planned student numbers are such that there is not an absolute requirement for these beds; and that financially the benefits of sale are greater than retention. Consequently, the report recommends sale of these assets.

The report also updates the Board on market interest, and recommends the terms of disposal, with the detail of the transactions then delegated to the Chair of the Board and Vice-Chancellor for implementation in line with recommendations from the Finance & Infrastructure Committee. These sales, if agreed, would result in the University significantly reducing its long-term debt, create the opportunity to fund and build replacement on campus accommodation, which would be better for both the recruitment offer and student experience, while also having a balance of cash in hand.

Governors considered the risks of delaying acceptance of an offer. The University may become more fragile as a result of any government announcements following the Augar review. Overall, however, Governors agreed in principle with the strategy set out.

The Chair of the Finance and Infrastructure Committee advised that a recommendation to the Board for the authority to delegate to the Chair of Governors and Vice-Chancellor had been agreed by the Committee at its meeting on 20 July. She emphasised the need for agility which is reflected in the recommendation.

Redacted: FOI exemption, Section 43 (commercial interests)

Mr S Egan

raised a potential conflict of interest as an Honorary Professor of the University of Bath and would be excused from discussions where appropriate.

The Board considered the report concerning the future ownership of its off campus purpose-built student accommodation: Green Park House (GPH) and Bankside, in light of the recommendations of the Finance and Infrastructure Committee which met on 20 July 2021 and alignment with the Estates Strategy 2030. The Board agreed that;

- **Redacted: FOI exemption, Section 43 (commercial interests)** with the detail of the final transaction delegated to the Chair of the Board and Vice Chancellor so long as they have regard to the latest analysis and position of the Newton Park Lease;
- **Redacted: FOI exemption, Section 43 (commercial interests)** with the detail of the final transaction delegated to the Chair of the Board and Vice-Chancellor.

Newton Park lease

Paul Fox, Pro Vice-Chancellor (Finance and Infrastructure) presented Paper G1164, Estates Strategy: Newton Park lease. The Paper sets out the Duchy's proposed heads of terms for extension of the Newton Park lease for a term of 125 years (Appendix A) to enable the Board to consider the recommendation of the Finance and Infrastructure Committee in respect of the Newton Park Lease negotiations in the context of the Estates Strategy (agreed February 2020). A map of the lease area showing the boundaries of the existing 7 leases was provided at Appendix B.

The Board discussed the details of the negotiations underway with specific reference to the issues concerning demise, term, rent, VAT, alienation and permitted use, alternations and additions, demolition, repairs and maintenance. All minor issues have been resolved, but matters of rental value and alterations remain unresolved.

Redacted: FOI exemption, Section 43 (commercial interests) and Section 41 (confidentiality)

Paul Fox proposed to set up an informal negotiation reference group involving independent governors and the University Secretary. Simon Lockren and Steve Egan volunteered.

On recommendation of the Finance and Infrastructure Committee, the Board declined the extension of the lease on the basis of the Heads of Terms presented (Appendix A) and directed negotiations to continue with a report brought back to a future meeting of the Board.

[ACTION: PRO VICE-CHANCELLOR FINANCE AND INFRASTRUCTURE]

20/87 FINANCE AND INFRASTRUCTURE COMMITTEE: CHAIR'S UPDATE

As Chair of the Finance and Infrastructure Committee, Teresa Fisk provided an update following the meeting of 20 July. Governors received updates on key estates developments (as reported at item 20/86) and key IT developments including progress against the digital transformation plans and establishment of the Digital Board. It was noted that the IT department had achieved a great deal, but were exhausted and that discussions continue around expectations as to what can be physically delivered by the team over this next period.

Expertise in the area of Estates will be required going forward, and the Board may wish to consider this through the lens of Student Experience. In the meantime, it was proposed that existing Governors offer support, where possible, along with input from the student body as agreed with the Students' Union.

[ACTION: UNIVERSITY SECRETARY]

20/88 AUDIT COMMITTEE: CHAIR'S UPDATE

As Chair of the Audit Committee, Jacqui Brasted provided an update following the meeting of 16 June, advising that there is no matter to draw out for the attention of the Board that is not already identified in the University Risk Register; presented as a separate agenda item. The Internal Audit Plan reviews will be completed by end year, on schedule. The Internal Audit Plan for the next year was agreed with resources targeted where understood to be most effective. The Committee noted that University staff had risen well to the covid challenge; a positive story that is reflected in the NSS and internal staff survey results. Consideration of the draft External Audit Plan was deferred in order that a more detailed Plan be presented for more meaningful discussion.

20/89 UNIVERSITY RISK REGISTER (Paper G1165)

Paul Fox presented Paper G1165 on David Newman's behalf. The University risk register has undergone a wholesale review in order to better support the identification, assessment and ongoing monitoring of risks that are significant to the University. An in-depth review of each risk took place in June 2021 and the risk scores were recalibrated in order to more accurately reflect the weightings, relative to each other. Governors noted that on this occasion, all items are level (new baseline). The revised register was considered at Audit Committee at its meeting on 16 June 2021.

Governors discussed the summary of the headline risks, shown at section 4 (G1165). The greatest risks currently facing the University concern student recruitment and financial sustainability – both of which are directly related.

The Board considered and endorsed the refreshed and updated University Risk Register, acknowledging that Governors' feedback had been taken on board.

[A Stone joined the meeting]

20/90 STAFF SURVEY RESULTS (Paper G1166)

Arlene Stone, Director of Human Resources, presented the results of the May 2021 Staff Survey, provided as Paper G1166. The Survey was conducted specifically to measure staff mental health and wellbeing as well as to continue regular monitoring of staff engagement levels. The Survey is issued twice a year allowing time for areas of improvement to be identified and implemented. Response rates are consistently high and the results are published in real time. While the percentage of staff who would recommend Bath Spa to a friend as a great place to work remains high, the data does demonstrate the importance of continuing to focus on wellbeing resources on supporting positive mental health for staff. Since the last survey over sixty staff has been trained as Mental Health First Aiders. Work is being undertaken to provide guidance to line managers and staff on hybrid working, and the University continues to listen to the Trade Unions. Survey results are issued to heads of department and the wider University, with both University-wide and localised actions identified. For an overall picture, line managers look at a combination of factors including the NSS, staff surveys and recruitment data.

It was agreed that further details and analysis would be provided around the percentages presented regarding staff who felt they were or were not supported by their line manager.

[ACTION: DIRECTOR OF HUMAN RESOURCES]

The Board of Governors noted the staff survey results, and the planned responses, as presented at Paper G1666.

20/91 EQUALITY REPORT (Paper G1167)

Arlene Stone, Director of Human Resources, presented the annual report on Equality and Staff Diversity Data. The Paper (G1167) provides assurances to the Board of how the University is fulfilling its responsibilities under the Equality Act 2010. A more detailed report was presented to the Remuneration Committee, Equality and Diversity Steering Group, and Senior Leadership Group for discussion. The report provides details concerning the range of equality and diversity activities undertaken by Bath Spa, and provides data analysis on two of the protected characteristics defined by the Equality Act identified as areas for improvement: Black, Asian and Minority Ethnic (BAME), and gender balance.

Governors discussed the analysis of gender equality in pay grades, closer working with the Students' Union to increase opportunities for student feedback/input, and incorporating census data as a comparator set. Overall, Governors were assured with the data presented and the monitoring activities in place. The continued success in improving representation of women across the University and the need for BAME staff representation to remain a priority area were noted.

The Board received the annual report on Equality and Staff Diversity Data (Paper G1667), providing assurances of how the University is fulfilling its responsibilities under the Equality Act 2010.

[A Stone left the meeting]

[S Gallagher joined the meeting]

20/92 TACKLING SEXUAL VIOLENCE AND MISCONDUCT: PROJECT UPDATE (Paper G1168)

Sara Gallagher, Head of Student Wellbeing Services, presented Paper G1168 on behalf of Rebecca Schaaf, Pro Vice-Chancellor (Student Experience). The Paper updates the Board on the progress with work to enhance the University's approach to addressing sexual violence and misconduct, and to meet the Office for Students' Statement of Expectations.

A key element of the University's improved, trauma-informed approach is the approval and publication of a Sexual Violence and Misconduct Procedure. This will operate alongside the current Student Disciplinary Procedure, and recognises the specific and specialist nature of these cases. It will require some additional resource to enable investigations of alleged incidents to be completed sensitively and appropriately by trained staff. It will also detail a more trauma-informed approach to implementing precautionary action through an initial review panel, and agreeing sanctions through a disciplinary panel.

Governors were reassured the University was taking a holistic approach, implementing a range of awareness raising, training and educational tools across the academic year. Bath Spa is working closely with the Student Community Partnership, developing (inclusive) learning materials and working with various communities, including those involved with the night time economy. Bath Spa is also working with the University of Bath and University of West of England to explore how to share good practice and, where appropriate, share resources. Governors were made aware that one of the likely scenarios of implementing the procedure would be an increase in disclosures received by the University, but that this would indicate students and staff felt safe to come forward. The Students' Union President emphasised the impact of this issue across the sector and shared her appreciation for the swift and helpful response of Bath Spa; in particular, Sara and her team. It was noted that a Personal Relationships (staff/students) policy was in place, owned by Human Resources and accessible via the University intranet (SULIS).

The Chair thanked Rebecca Schaaf and Sara Gallagher for their continued work and effective response to these important issues. Governors were reminded that student wellbeing will be the topic of one of the autumn board awareness sessions. It was also noted that the Audit Committee oversees internal audit reporting on matters of student wellbeing.

The Board noted the University's progress on tackling sexual violence and misconduct and agreed that a specific procedure be put in place for addressing sexual violence to complement the existing Student Disciplinary Procedure. The Board will receive the proposed final version Sexual Violence and Misconduct Procedure in due course.

[S Gallagher left the meeting]

[P Slater joined the meeting]

20/93 COMPLIANCE WITH CONSUMER PROTECTION LAW (Paper G1169)

Pearl Slater, Interim Head of Academic Governance & Policy, presented Paper G1169 on David Newman's behalf. The Paper provides an update on the University's compliance with consumer protection law over the course of the covid-19 pandemic during the 2020/21 academic year. This report complements the regular updates provided to the board in the various briefings which have taken place throughout the pandemic.

In January 2021, the Office for Students (OfS) wrote to providers (Appendix A) to request that they undertake a review of compliance with consumer protection law in regard to teaching and assessment and communications in light of the impact of the pandemic. An internal review was instigated in the first half of the spring term. The observations highlighted in the Review took into account feedback from students, coordinated via the Students' Union, analysis of student

complaints and feedback, academic appeals and actions taken in relation to programme changes as a result of the online/ blended provision. While no material concerns were identified, the Review did highlight a small number of areas for improvement, as summarised in the Action Plan (Appendix D). All those actions are now marked as complete.

Governors acknowledged the importance of all matters of compliance and were grateful for the detailed report. The discussion included the various mechanisms for student engagement on this matter including through student surveys, and the consistent levels of engagement between the Students' Union and University across all OfS matters. The potential for receiving benchmarking data on student complaints in order to better understand where there may be an increase relative to previous years was considered, and while the review is not an annual exercise, good practice will be built into programme modification processes as part of the University's review of the Quality Assurance Framework currently underway. The Audit Committee will receive the annual Quality and Standards report in November which will provide an update of the progress made to further strengthen the University's management of Condition C1 through the Framework. Dr Brasted confirmed that the University's collaborative partners must also comply with consumer legislation.

The Board considered the Compliance with Consumer Protection Law Review, provided at Appendix B (G1169) in the context of the Office for Students (OfS) letter dated 14 January 2021 (Appendix A), and the Communications Schedule (Appendix C) and Action Plan (Appendix D).

[P Slater, T Fisk, N Sturge left the meeting]

20/94 ACADEMIC BOARD REPORT 2020/21 (Paper G1170)

The Board noted the Academic Board Report as presented at Paper G1170.

The Chair reminded governors they are able to contact the University Secretary's Office should they wish to attend and observe a meeting of the Academic Board.

[ACTION: ALL GOVERNORS]

20/95 STUDENTS' UNION CODE OF PRACTICE: ANNUAL COMPLIANCE REPORT (Paper G1171)

The Board noted the Students' Union Code of Practice Annual Compliance Report, as presented in Paper G1171; specifically, the Students' Union's continued compliance with the requirements of the Code of Practice.

20/96 OTHER ITEMS FOR INFORMATION

The Board noted the draft Audit Committee minutes of 16 June 2021 and draft Nominations Committee minutes of 23 June 2021.

20/97 MINUTES of the meeting held 15 April 2021

The Minutes of meeting held 15 April 2021 were approved. There were no matters arising.

20/98 ANY OTHER BUSINESS

The Chair advised that the University Secretary will be making arrangements for newer governors, or those wanting a refresh, to visit campus over the coming weeks, following easing of covid restrictions.

The University Secretary has appointed a Governance Manager, Lucy Barling, who will commence in her role in mid-August. Lucy will be managing day-to-day governance operations as well as supporting the University's work in risk management and internal audit processes.

On behalf of the Board, the Chair thanked the senior leadership team; in particular, Sue Rigby and Paul Fox, for their excellent work.

The meeting ended at 15.34.

Rebecca di Corpo
3 August 2021

(Signed as a record of confirmed minutes)

**Redacted: FOI exemption
Section 40 (personal
data)**

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Jonathan Glasspool, Chair

Date: