

## External Review of Governance

The University commissions independent reviews of Board effectiveness every three years. Advance HE were commissioned to undertake the 2025 independent review which confirmed that governance arrangements at the University are effective. The report concluded:

“Overall we find the governance arrangements at Bath Spa University to be effective...”

“We found, both in our individual interviews and the meetings we observed, an open culture from the Executive in sharing the key issues and risks with the Board and a committed, engaged and probing Board who pursued challenge, oversight and scrutiny appropriately.”

In line with standard practice, Advance HE made recommendations and suggestions for enhancements. The Board of Governors accepted the recommendations for enhancements which are being implemented in 2025/26 and overseen by the Nominations and Governance Committee.