

Approved Minutes

Present

Mr Graham Raikes MBE (Chair)	Independent Governor	GR
Mrs Emma van der Lugt (Deputy Chair)	Independent Governor	EvdL
Mr John Searson (Deputy Chair)	Independent Governor	JS
Prof Rob Warner	Vice-Chancellor	RW
Dr Greg Borne	Academic Staff Governor (Senate Elected)	GB
Mrs Kate Doodson	Independent Governor	KD
Mr Matt Evans	Independent Governor	ME
Mr Alex Hawtin	Independent Governor	AH
Prof Patricia Hind	Independent Governor	PH
Mrs Victoria Holbrook	Independent Governor	VH
Mr Will Mintram	Student Governor (Marjon Student Union President)	WM
Mrs Ruth Mounstephen	Independent Governor	RM
Rev'd Preb Prof Gina Radford	Independent Governor	GiR
Prof Gary Shum	Academic Staff Governor	GS
Ms Esther Tonna-Morgan	Professional Services Staff Governor	ETM
Mrs Jackie Westerman	Independent Governor	JW

In attendance

Rt Rev'd Dr Tim Dakin	Co-opted Board Member	TD
Rt Rev'd Nick McKinnel	Chancellor	NM
Rev'd Michelle Parkman	University Chaplain	MP
Miss Rebekah Fletcher	Marjon Student Union Deputy President	RF
Mrs Jessamie Thomas	Governance Officer (note taker)	JT

In attendance (SMT members)

Prof Ian Luke (for item 24)	Deputy Vice-Chancellor (Academic)	IL
Mr Simon Arthurs (for items 4-7)	Chief Operating Officer & Finance Director	SA
Mrs Katy Wills (for item 6)	Pro Vice-Chancellor (Student Success)	KW
Mr Stephen Plant	University Secretary & Registrar	SP

1. Welcome, Apologies & Declarations of Conflicts of Interests

- 1.1 The Chair, Graham Raikes, welcomed colleagues. GR thanked the Board of Governors (BoG) for their flexibility in switching the meeting from on-campus to virtual on the advice of the Director of Public Health, Plymouth, due to a sharp rise in COVID levels regionally.
- 1.2 At GR's invitation, University Chaplain, Rev'd Michelle Parkman, opened the meeting with a prayer.
- 1.3 Apologies were received from Stephen Criddle OBE. It was noted that Deputy Vice-Chancellor, Prof Michelle Jones, was representing Marjon in Dubai; co-opted BoG member Katherine George was speaking at a UK business event.

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- 1.4 Written declarations of interest were contained in Part C, within the Register of Interests. The standing declaration of Matt Evans, whose employer hired office space on campus, was noted. GR invited attendees to provide any updates; no new declarations were made.
- 1.5 Victoria Holbrook was thanked for her contribution to the work of BoG and her support of the University, at this her final meeting as a BoG member.
- 1.6 Rt Rev'd Nick McKinnel, Chancellor, was thanked for his commitment to the City and region as Bishop of Plymouth, noting that his retirement service would be held later in the month.
- 1.7 Will Mintram, President of Marjon Student Union (MSU) and Student Governor and Deputy President of MSU Rebekah Fletcher, were welcomed to their first BoG meeting in this capacity.
- 1.8 GR asked if colleagues wished to 'unstar' any items in Part B. None were identified. GR invited a brief discussion of items in Part B, commending the range of information provided. Item 9 to item 18 were **APPROVED**. Items 19 to item 31 were noted. GR wished to record BoG's thanks to contributors of reports. **ACTION: JT**

2. Report from Vice-Chancellor

- 2.1 The report was received. GR invited Vice-Chancellor, Prof Rob Warner, to present an overview.
- 2.2 RW suggested that the report be taken as read and provided a brief overview of key areas covered: National Student Survey (NSS) 2022 initial headlines; student engagement in new academic year; sector approach to a reset to pre-Covid grading; legal support; campus development; inflation; Studio School; Vice-Chancellor recruitment process; a Justine Greening Levelling Up Coalition Award in recognition of sector-leading work in health and wellbeing, which, it was noted, was a tremendous endorsement of the University's developments in this area, to sit alongside the 'triple first':
 - 1st in England for Student Satisfaction, Complete University Guide 2023
 - 1st in England for Teaching Quality, Times and Sunday Times Good University Guide 2022
 - 1st in England for Learning Community, National Student Survey 2021.
- 2.3 In response to a question, RW confirmed that NSS action plans were in place to monitor performance and identify areas needing attention. He congratulated staff on their commitment to meeting students' needs. RW, with RF of the MSU, had discussed ways to encourage student engagement and participation in clubs and societies as the University moved forward from Covid, to encourage greater social interaction and generate the accompanying personal and social benefits.
- 2.4 On behalf of University Secretary & Registrar, Stephen Plant, RW reported that the University had been sector-leading in its return to pre-Covid grading.
- 2.5 RW confirmed that there had been no issues at the University with regard to freedom of speech; no speakers had been barred and there had been no controversy or hostility reported in any way.
- 2.6 RW updated BoG on a new arrangement regarding the provision of legal advice, which had been established between the University and Womble Bond Dickinson.
- 2.7 Key to the progression of the University's Campus Development Plan (CDP), approved in July 2020, would be the New Residential Student Accommodation project, to be taken forward

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- with a view to completion by September 2026. RW noted the advice of the surveyors and design team regarding the optimum location and building design. The project would entail the demolition of the oldest halls in due course, the timing of which would protect student accommodation capacity in the meantime.
- 2.8 RW summarised the financing options, which Chief Operating Officer & Finance Director, Simon Arthurs, would refine for the Finance & Resources Committee's consideration and on to the BoG. These included a direct loan (which was unlikely); construction by a third party who would take rental income for a fixed period; granting a leasehold to a developer, with the University setting the rental cap, to protect students. The feasibility of extending the Student Village was also under consideration, to allow a rolling progression of replacement by eco houses.
- 2.9 Referencing the papers contained in Part B, at item 31, RW confirmed that the New Residential Student Accommodation project would be taken forward in conjunction with the Sports Strategy, recognising the importance of the sports facilities and pitches to the Marjon community. Any impact on these would be mitigated, while also enhancing and developing spaces for social sport for students.
- 2.10 RW updated BoG on the intention to convert the tennis courts to Padel Tennis courts.
- 2.11 RW updated BoG on arts and cultural initiatives, for the University and the wider community, including the inaugural 'Prom on the Quad' held the previous month.
Matt Evans joined the meeting.
- 2.12 The importance of having secured Salix funding, to reduce the University's carbon footprint, was noted in the context of spiralling energy costs. RW shared analysis regarding inflation and regional employment and reiterated the careful approach needed in order, for example, to develop the appropriate staffing provision in emerging areas such as healthcare education. Setting the budget prudently in light of inflationary pressures was important, and BoG would be asked to confirm the interim budget (to be considered at item 6) with a final budget for the full year to be approved in November, once student numbers had been confirmed.
- 2.13 In response to a question, RW provided information on how the University, including the Chaplaincy, supported students facing financial challenges. Initiatives included financial planning, Marjon food larder, clothing rack and free sanitary products.
- 2.14 With regard to the Studio School, RW thanked BoG for having confirmed approval electronically to proceed with the purchase. The exchange of contracts was anticipated this month, with the building anticipated to be open for Marjon use in the second semester of 2022-23. RW provided an overview of the intended purpose of the building - for both the University and as a skills training centre for the City and region.
- 2.15 In response to a request for confirmation that Marjon's statutes allowed for key decisions of this nature to be taken electronically, SP confirmed that this approach to governance was in line with the Articles of Association, the CUC HE Code of Governance and aligned with legal advice received by the University. RW confirmed that the intent to purchase the building (the freehold to which was owned by the University) had been under discussion since 2018 at BoG and committee level. BoG was satisfied with the position.
- 2.16 RW was thanked for his report and update.

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Rt Rev'd Nick McKinnel left the meeting.

A 10 minute break was taken at this point.

3. Report from Marjon Student Union (MSU) President

- 3.1 The report from Student Governor and Marjon Student Union (MSU) President, Will Mintram, was received. GR invited WM to present an overview.
- 3.2 WM reiterated the strength of student satisfaction across the University and explained how the work of MSU underpinned this. Noting the financial constraints facing MSU compared with student unions of bigger universities, he commended the personal dedication of MSU officers and University staff, 'going the extra mile' to support students. WM and BoG recorded their appreciation of Lauren Edwards' two-year tenure as MSU President, through the challenges of Covid. BoG joined WM in welcoming his deputy, Rebekah Fletcher, to the role and to BoG meetings as an attendee.
- 3.3 WM noted that the impact of Covid continued to be felt, with many students inevitably not showing the same levels of maturity as had been evident prior to the pandemic. MSU was exploring ways to support students, including a Marjon night patrol and a student-run Marjon nightline. WM hoped to have closer liaison with the University of Plymouth to understand how best to develop such initiatives.
- 3.4 WM reported that nearly £6,000 had been raised for Plymouth Domestic Abuse Service, thanks to Varsity fundraising plus a contribution from the contractors implementing the Salix-funded projects. BoG congratulated WM on this tremendous outcome.
- 3.5 WM noted the success of the May Ball and the planning which would go into next year's event.
- 3.6 WM wished RW all the best in his retirement and flagged the importance of providing opportunities for student voice in the process to appoint his successor. WM gave his view on key attributes of the next VC, a matter which would be explored further during the afternoon Strategy Session.
- 3.7 WM confirmed his aim of meeting his manifesto pledges, as far as possible, with the support of RF. WM and RF would meet further with GR, to assess how BoG could appropriately support them. RW suggested that RF update BoG, as well as WM via his regular report, at the November BoG meeting. **ACTION: RF**
- 3.8 BoG expressed an interest in hearing about the potential establishment of less-traditional societies, for example around carbon reduction, or equality and diversity. WM confirmed that he and RW were discussing this and that RF (who had responsibility for this area) would update BoG. **ACTION: RF**
- 3.9 WM was thanked for his report and update.

Chief Operating Officer & Finance Director, Simon Arthurs, joined the meeting.

4. Health, Safety & Security Annual Report

- 4.1 The report was received. GR invited SA to present an overview.
- 4.2 SA summarised the report's purpose, scope and contents. BoG was informed that there were no material issues to report, nor RIDDOR reportable events. BoG discussed the analysis of incidents/accidents. BoG noted that an action plan had been developed, to cover key steps required to improve the culture, awareness and knowledge of staff and managers.

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- 4.3 It was confirmed that mental health and wellbeing continued to be priority areas in which to support the University community, with both WM and Ellie Warnes (Head of Student Wellbeing and Support) being members of the University's Health and Safety Committee. Earlier in the year, a BoG Strategy Session had focused on the University's mental health and wellbeing provision, and it was agreed that an update from EW at the November BoG meeting would be timely. **ACTION: EW/JT**
- 4.4 SA was thanked for the report and summary, with thanks also extended to the report's author, Health, Safety and Risk Compliance Manager, John Chadwick. BoG was satisfied with the position.
5. **Management Accounts (Year-End Update)**
- 5.1 The report was received. GR invited SA to present an overview.
- 5.2 SA noted that BoG received regular updates on the Management Accounts position. This report represented the in-year financial forecast to year-end, at May 2022 (period 10) and had been considered by BoG's Finance & Resources (F&R) Committee earlier in the month.
- 5.3 With regard to revenue (with detail presented at Appendix 1), SA reminded colleagues that BoG had set an investment budget for 2021/22 to reflect investment in marketing, health and digital. The May Period 10 budget indicated a slightly adverse position against this budget, but an improved position compared to the mid-year review, following careful mitigation and budget management. SA's report detailed the changes to the overall position within the Schools' budgets which had impacted on the position. The intention remained to deliver the budgeted position by 31 July 2022.
- 5.4 SA was commended for having successfully claimed the Salix grant funding in full which, along with the capital health grant, would pass through the income and expenditure account (revenue budget) in the financial statements at year-end, giving a paper surplus. This funding position had been reported to F&R Committee and BoG separately from the management accounts (revenue budget) through the year, for presentational purposes so as to not distort the management accounts position.
- 5.5 SA reminded BoG of the Capital Budget (Appendix 2) and summarised the forecast capital headroom position for 2021/22 which would likely be required to cover summer works and unforeseen projects.
- 5.6 SA highlighted an adjustment which had been made to the Financial Regulations for 2022/23, to delegate within appropriate limits the acceptance of grants.
- 5.7 Further to the VC's summary earlier in this meeting (see item 2), SA provided financial details of the Studio School acquisition, with which BoG was satisfied.
- 5.8 SA noted that the Salix-funded Ground Source Heat Pump (GSHP) project was being accounted for outside of capital monitoring but reported in the monthly monitoring for completeness. SA provided analysis of the financial position (Appendix 3) and the requirements to be met ahead of final completion.
- 5.9 SA reminded BoG that the Treasury Management Dashboard (Appendix 4), showed the short-term and long-term position and the borrowing and investment position of the University. SA provided further analysis and invited questions.

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- 5.10 SA reiterated the importance of cash resilience, with operational cashflow presented in Appendix 5. SA confirmed that the bank covenants were regularly tested and within target.
- 5.11 Key financial risks were contained within Appendix 6 and noted by BoG.
- 5.12 BoG was content with the position and thanked SA for his summary.

Pro Vice-Chancellor (Student Success) Katy Willis joined the meeting.

6. Draft Budgets (Capital & Revenue) and Draft MSU Budget for 2022/23

- 6.1 The report was received. GR invited RW, SA and KW to present an overview.
- 6.2 SA noted that the proposals within the report had been considered by F&R Committee earlier in the month. It was noted that there was a need to continue to invest for a further period, so as to deliver future surpluses. This would need to be carefully managed. Priority areas would continue to be strategic developments in healthcare education, digital and marketing. While the cost base was being carefully revised, there was inevitable uncertainty around the income associated with student recruitment, given that enrolment figures were not confirmed until November, meant that (as in previous years) the proposals were represented as an interim budget until being finalised and confirmed at the November BoG meeting.
- 6.3 GR invited KW to present a student recruitment update. It was noted that final few weeks ahead of the application deadline represented a key period for recruitment. The current position was similar to the snapshot taken at this time the previous year. KW provided insights into the activities which the team was undertaking in order to persuade applicants to make Marjon their firm first choice and go on to take up their place. There could potentially be a late surge in applications, for example from those unsuccessful in their undergraduate (UG) applications elsewhere or from mature students seeking to further their skills if a recession were to gain momentum. On the other hand, as SA noted, students' withdrawal from courses presented a challenge with regard to revenue, which would be carefully monitored; support would be available to encourage students to continue their studies.
- 6.4 RW noted critical growth strands and provided an overview of postgraduate recruitment.
- 6.5 In response to a question RW provided his assessment of the pay award likely to be agreed for staff between the Universities and Colleges Employers Association (UCEA) and the unions. BoG noted that, even if not finalised by that date, the pay bargaining body recommended implementation of the proposed award by the sector from 1 August. While acknowledging the challenging financial climate facing Higher Education Institutions (HEIs), BoG members also accepted that deferral of a nationally negotiated award would not be acceptable.
- 6.6 The budget reflected the need to maintain the underlying business as usual capital investment and included the impact of purchasing the Studio School.
- 6.7 SA confirmed that cash was being carefully managed to ensure resilience. The bank covenants had been tested successfully and the impact on the University's cash position was shown in the report.
- 6.8 SA was thanked for his report and overview.
- 6.9 BoG **APPROVED** the interim budget and capital plan financial envelope of £2m for 2022/23 (plus 2021/22 brought forward projects in flight at year-end) as set out in the report. The net

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interim budgeted position was an investment budget of £1.114m. The final budget for 2022/23 would be confirmed at the November 2022 BoG meeting.

Victoria Holbrook left the meeting; she would re-join colleagues for the afternoon Strategy Session.

- 6.10 SA noted that the University budget contained the annual grant award to MSU, based on the MSU business plan for 2022-23, which SA and WM had discussed. Going forward, in line with the University-wide approach, MSU would be asked to develop a three-year plan. In the meantime, it was proposed that (as per the previous year) an interim grant be awarded, to cover the first semester and Freshers' activities. The final grant award, currently proposed at £0.137m for the year, would be confirmed in November. BoG requested further information on how funding could enhance the setting up or operation of societies; WM noted that this was an area that he and RF were keen to support and RF would report back on this area (as noted previously at item 3.8).
- 6.11 BoG **APPROVED** the release of interim Marjon Student Union funding to cover the first semester and Freshers' activities. The full annual grant for 2022/23, currently set at £0.137m, would be confirmed at the November 2022 BoG meeting.
- 6.12 BoG noted the timeline within 2022/23 to set the rolling high level medium-term plan for the period 2023/24 – 2025/26.
- 6.13 SA and KW were thanked for their reports, overviews and updates.
KW left the meeting.

7. Update from Committees

(a) Audit Committee – Appointment of Auditors

- 7.1 The report was received.
- 7.2 GR invited SA to provide an overview. SA detailed the process which had been undertaken to appoint both sets of auditors, on the scheduled expiry of the current arrangements. The process had involved the Chair and Deputy Chair of Audit Committee and had resulted in the appointment of TIAA (internal auditors) and Bishop Fleming (external auditors), for three years plus potentially two one-year extensions.
- 7.3 SA confirmed that the lead audit partner role at Bishop Fleming would rotate towards the end of the new contract, as was good practice, given that this was a re-appointment of the same firm.
- 7.4 Chair of Audit Committee, Emma van der Lugt, confirmed that the Committee had met both sets of auditors at their recent meeting and was content with the proposal, as detailed in the paper.
- 7.5 SA noted areas of learning which had arisen from the process, with regard for example to devising the optimum scoring mechanism.
- 7.6 The appointments of internal auditors TIAA and external auditors Bishop Fleming, with effect from 1 August 2022, were **APPROVED**.

(b) Finance & Resources Committee – Plymouth Studio School

- 7.7 The report was received.

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- 7.8 GR invited RW to provide an overview. RW thanked BoG members for having confirmed their approval electronically to proceed with the exchange of contracts with the Department for Education (DfE) for the Plymouth Studio School, a prominent building on the Plymouth campus which the University had been negotiating to secure since 2018. The intention had been to consider approval at this meeting, but the timescales had been brought forward to accommodate DfE availability, which had necessitated seeking approval by email.
- 7.9 John Searson, Chair of Estates Project Group (EPG) confirmed that discussions had taken place over a long period of time at EPG meetings and also at F&R Committee meetings and noted the strategic importance of securing the building for the University. Chair of F&R Committee, Alex Hawtin, confirmed that affordability had been carefully considered and the Committee was satisfied with the approach being taken.
SA was thanked for his contributions and left the meeting.

(c) Governance & Nominations Committee

i. Board Membership and Succession Planning

- 7.10 The report was received. GR invited SP to present an overview.
- 7.11 Noting that BoG membership was a standing item at Governance & Nominations Committee meetings, SP confirmed that discussions consistently focused on identifying priority areas (currently finance, health and construction), skills audit findings, equality and diversity grids and the BoG membership pipeline.
- 7.12 The following recommendations were considered by BoG and confirmed:
- 7.13 The appointment of Victoria Hatton as NS Nominated Governor from 01.09.2022 was **APPROVED**
- 7.14 The renewal of Kate Doodson's term of office, for a second term, from 01.02.2023 was **APPROVED**
- 7.15 The appointment of Katherine George as a Co-opted Member of F&R Committee from 01.09.2022 was **APPROVED**
- 7.16 It was noted that the vacant Bishop Nominated position was being held open for the next Bishop of Plymouth, subject to due process. Governance & Nominations Committee would progress this and would bring a recommendation, if appropriate, to BoG.
- 7.17 It was felt important to clarify that, while the inaugural Chancellor role had been filled by the former Bishop of Plymouth, the chancellorship was not an entitlement of that position, ie the next Chancellor in due course would not necessarily be a Bishop nor a clergy-connected individual.
- 7.18 At BoG M3, it had been agreed to consider extending the tenure (within approved limits set down in the Articles, upon confirmation of the individuals' suitability) of governors approaching the end of their second term, so as to stagger end dates of experienced BoG members. Following discussion:
- The renewal of Graham Raikes' term of office, for a third term, as Directly Appointed Governor and Chair of BoG, to 01.11.2026 was **APPROVED**
 - The renewal of Emma van der Lugt's term of office, for a third term, as Directly Appointed Governor and Joint Deputy Chair of BoG, to 30.06.2025 was **APPROVED**

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- The renewal of John Searson's term of office, for a third term, as Church Nominated Governor and Joint Deputy Chair of BoG, to 01.04.2026 was **APPROVED**

- **ii. Board Effectiveness Report and Statement**

- 7.19 The report was received.
- 7.20 Following confirmation of the robustness and usefulness of the approach, the Board Effectiveness Review Process for 2022-23 was **APPROVED**.
- 7.21 The Chair's Annual Report (Appendix A) was noted. GR thanked all members of BoG for having taken the time to discuss with him individually the effectiveness of BoG and opportunities for its enhancement and development.
GR withdrew from the meeting.
- 7.22 JS, Joint Deputy Chair of BoG, took the chair to allow BoG to discuss the suitability of GR to continue as Chair for 2022-23. JS confirmed that he and Emma van der Lugt (Joint Deputy Chair) had met with GR for an annual appraisal, the confidential report of which had been considered by Governance & Nominations Committee. BoG resoundingly endorsed GR's performance as Chair, mirroring the annual effectiveness survey responses submitted by both the BoG and SMT.
GR rejoined the meeting.
- 7.23 GR's suitability to continue as Chair for 2022-23 was **CONFIRMED** and he was sincerely thanked for his expertise and tremendous commitment to BoG and the University. It was noted that formal annual confirmation of the Chair's suitability to continue in post was not a requirement of the current Articles of Association. However, an appraisal would still be conducted, as was good practice.
- 7.24 The Board Effectiveness Statement 2022-23 (Appendix B) was **APPROVED** and would be published on the University's website. **ACTION: JT**

(d) Remuneration Committee (RemCom) and People & Organisational Development (P&OD) Sub-Committee

- 7.25 At GR's invitation, Chair of RemCom and also of P&OD Sub-Committee, Prof Patricia Hind, provided an overview of the Committees' activities, both having convened since BoG M3. It was noted that RemCom's activities would be formally reported upon in the Annual Remuneration Statement/Report in the autumn. PH noted the wide-ranging discussions held at P&OD Sub-Committee, notably with regard to the People Strategy Action Plan, including Gender Pay Gap, PDRs, Staff Survey and Learn, Enhance and Progress (LEaP). PH was thanked for the update.

(e) Senate

- 7.26 Noting that academic governance was conducted through Senate, BoG members were reminded of the open invitation to attend Senate meetings. Minutes were included in Part C for information and Senate Terms of Reference (ToR) and academic structure were contained within the Governors' Handbook, which had been approved earlier in the meeting.

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7.27 GR thanked SP and JT for their updates and reports.

8. **Reserved Business** – See *RB minutes*.

Close

GR invited colleagues to consider whether any of the meeting’s discussions impacted on the current Risk Register; none were identified.

In closing the meeting, GR thanked BoG for their support and challenge. He looked forward to reconvening in the afternoon for BoG’s Strategy Session on the Vice-Chancellor Appointment Process.

Part B

The following reports were received and approved:

9. Minutes of Previous BoG Meeting (25 March 2022 M3) were received as an accurate record and **APPROVED** with no amendments.
10. Tuition Fees 2023-24 were **APPROVED**
11. Financial Regulations 2022-23 were **APPROVED**
12. Cyber Security Policy was **APPROVED**
13. Digital Strategy was **APPROVED**
14. Prevent Policy was **APPROVED**
15. Modern Slavery and Human Trafficking Annual Statement was **APPROVED**
16. Risk Management Policy was **APPROVED** and Risk Register noted.
17. Health & Safety Statement of Intent was **APPROVED**
18. Governors’ Handbook was **APPROVED**

The following reports were received for information:

19. Matters Arising from Previous Meeting
20. Access and Participation Plan – Request for Variation
21. Articles of Association – Confirmation Note
22. Internal Auditors’ (PricewaterhouseCoopers) Review of Governance
23. Student Recruitment and Marketing Update
24. Marjon Global – International Activities – Progress Update
GR welcomed Prof Ian Luke, Deputy Vice-Chancellor (Academic) to summarise the paper and provide further context to BoG on the position. IL noted the success of Turing Scheme applications and the benefits of the scheme. IL provided information on partnerships and the robust approach being taken to promote consistency, compliance and quality of provision. Following an opportunity for questions, GR thanked IL for his report and his summary update.
25. MSU Election Report
26. MSU Audited Accounts
27. HESA Staff Return
28. Gender Pay Gap Report
29. Counter-Fraud and Anti-Corruption Policy (review)

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30. Report on Library, Archive and Study Skills

31. Estates Update:

- New Residential Student Accommodation – Cover, Presentation and Feasibility Report
- Estates Update
- Notes of EPG M3 25.03.2022 (approved) and EPG M4 14.06.2022

Part C

The following reports were received for information with no queries:

- BoG M3 25.03.2022 Strategy Session - Presenter Notes
- Board Effectiveness: Addressing Objectives Set for 2021-22
- Board Effectiveness: Online Survey Responses 2021-22; Board Effectiveness Review Process
- Governors' Handbook 2022-23
- Minutes of Committees/Sub-Committees: (a) Audit Committee M2 11.03.2022; (b) Finance & Resources Committee M1 16.11.2022; M3 07.04.2022; (c) People & Organisational Development Sub-Committee 25.05.2022 (unapproved); (d) Senate 02.03.2022; 04.05.2022
- Register of Interests
- Schedule of Meeting Dates