

**Approved Minutes**

**Present**

Graham Raikes MBE (Chair)	Independent Governor	GR
Emma van der Lugt (Joint Deputy Chair)	Independent Governor	EvdL
Prof Patricia Hind (Joint Deputy Chair)	Independent Governor	PH
Prof Claire Taylor	Vice-Chancellor	CT
Sarah Boyd	Student Governor (Marjon Student Union President)	SB
Louise Bridgett	Independent Governor	LB
Kate Doodson	Independent Governor	KD
Rt Rev'd James Grier	Independent Governor	JG
Fiona Nicholls	Academic Staff Governor	FN
Duncan Swift	Independent Governor	DS
Dr Laura Wallis	Academic Staff Governor (Senate Elected)	LW
Jackie Westerman	Independent Governor	JW

**In attendance**

Rt Rev'd Nick McKinnel	Chancellor	NM
James Beckly	Co-opted Board Member	JB
Guy Bolt	Co-opted Board Member	GB
Rt Rev'd Dr Tim Dakin	Co-opted Board Member	TD
Prof Mark Llewellyn	Co-opted Board Member	ML
Prof John Scott CBE	Co-opted Board Member	JS
Jennie Walker	Co-opted Board Member	JW
Rev'd Michelle Parkman	University Chaplain	MP
Liam Williams	Marjon Student Union Deputy President	LW
Jessamie Thomas	Governance Officer (note taker)	JT

**In attendance (Executive Leadership Team [ELT] members)**

Prof Michelle Jones	Deputy Vice-Chancellor & Provost	MJ
Katy Willis	Pro Vice-Chancellor (Student Success)	KW
Simon Arthurs	Chief Operating Officer & Finance Director	SA
Lucy Pengelly	Executive Director, People & Culture	LP
Stephen Plant	University Secretary	SP

**1. Welcome, Apologies & Declarations of Conflicts of Interests**

- 1.1 The Chair, Graham Raikes MBE, welcomed colleagues to the Board of Governors' (BoG) meeting.
- 1.2 At GR's invitation, University Chaplain, Rev'd Michelle Parkman, opened the meeting with a prayer.

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- 1.3 Apologies were received from Governors Matt Evans, Vicky Hatton, Alex Hawtin, Esther Tonna-Morgan and from Co-opted Board Members Reena Bajaj and Katherine George.
  - 1.4 Written declarations of interest were contained in Part C, within the Register of Interests. GR invited BoG members to share any updates; no new declarations were made.
  - 1.5 GR asked if colleagues wished to 'unstar' any items in Part B. Item 21, the Annual Chaplaincy Report 2022/23 was highlighted; GR invited Rev'd Michelle Parkman to speak to this report and answer questions. Items 11 to 16 were **APPROVED**. Items 17 to 23 were noted. Supplementary papers contained in Part C were noted. GR wished to thank the contributors of these papers, noting the wide range of matters covered.
  - 1.6 GR also wished to thank those involved in arranging a tour for BoG of the Health Simulation Suite, which had preceded this meeting, with the objective of gaining a better understanding of the School of Health & Wellbeing's capability to deliver advanced simulated learning and teaching in nursing and allied health.
- 2. Report from Vice-Chancellor**
- 2.1 The report was received. This included the Marjon Foundational Delivery Plan and Marjon Foundational Delivery Plan Priority Actions. GR invited Vice-Chancellor, Prof Claire Taylor to present a summary.
  - 2.2 CT guided BoG through the first part of her report, which contained a UK Higher Education (HE) Sector Overview. The commentary covered the following: Conflict in the Middle East; Higher Education (HE) Sector Sustainability; Cost of Living impact on students; Teachers' Pension Scheme; Student Mental Health Report (King's College London; House of Lords' Office for Students (OfS) inquiry report; Artificial Intelligence; Universities Powering NHS as part of the NHS Long Term Workforce Plan. CT invited questions from BoG on these areas and went on to provide further sector perspectives which were discussed by BoG.
  - 2.3 The second part of CT's report focused on a Marjon Overview. It contained commentary on People, Teams and Committees; Feedback from School and Department Meetings; Regional Strategic Partnerships Update; Marjon 2030. Within the summary of latest rankings, of particular note was the Gold TEF award, an accolade for which the BoG wished to congratulate all those involved.
  - 2.4 CT reminded BoG that the focus of the Foundational Delivery Plan (FDP) was to position Marjon so as to grow its impact and influence, to focus institutional priorities for the current academic year from which to then launch the ambitious strategic change programme that would be embodied within 'Marjon 2030'. The four key workstreams were noted: curriculum review; people and culture; digital transformation; towards Marjon 2030. The priority actions report signalled how this would be approached and delivered. At its Strategy Day, the following day, BoG would be invited to contribute to the development of the Marjon 2030 Strategy, to build on the input of staff and students to date.
  - 2.5 In response to a question around how external support could be harnessed, for example potential benefactors, CT invited BoG members to consider how they could support with this, by taking on an ambassadorial role for Marjon, to open channels of communication.

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- 2.6 BoG suggested exploring further how Marjon could lead in conversations with regional HEIs and colleges, around collaborative working. ELT updated BoG on areas where this was already well-embedded and proving to be mutually beneficial.
- 2.7 CT provided details of the programme of organisational change which was being implemented. CT reminded BoG of the rationale for this needing to be initiated at this time, and provided a summary of its scope, timeline and internal and external communications. ELT answered a number of wide-ranging questions, including with regard to how the process was being handled and the availability of support for affected individuals. BoG sought assurance that all opportunities were being explored to mitigate the impact of this programme of organisational change, while continuing to prioritise student experience and academic rigour. ELT confirmed that regulatory notification requirements had been fulfilled.
- 2.8 In response to a question, LP confirmed that voluntary redundancy was not being offered at this time, on the grounds of affordability. BoG suggested that dialogue with other regional HEIs and colleges would be helpful to work in partnership around identifying vacancies; CT confirmed the work which was already underway in this regard.
- 2.9 In response to a question around inadequacies in the system which captured the flow of information and how to improve this going forwards, it was acknowledged that while data had been captured, further refinement of how to accelerate analysis of this and actions it should trigger would need to be integrated into the new operating system. In response to a question, it was confirmed that the Audit Committee had commissioned the Internal Auditors to look closely at this.
- 2.10 It was suggested that analysis of student population trends during the last few years was challenging, for all HEIs, given the volatility of data in the light of significant external factors. A degree of caution should therefore be applied before basing future strategic and operational decisions on this. CT confirmed that careful assessment of Marjon's position and the sector as a whole was regularly reviewed by ELT.
- 2.11 In response to a question as to when the University would reach its total payback period following the organisational change proposals, SA confirmed his approach to mapping this, taking into account a number of factors, including attrition, investment, staffing and non-staffing modelling.
- 2.12 Looking ahead, it was suggested that consideration of how to build in greater agility to the modelling, given that student population data was so intrinsic to the University's operations yet challenging to gauge in advance, would be important, to allow the University to scale either way quickly in response.
- 2.13 CT was thanked for the report and update.
- 3. Report on Marjon 2030**
- 3.1 The report was received. GR invited Deputy Vice-Chancellor & Provost, Prof Michelle Jones, to present a summary.
- 3.2 MJ noted that the paper summarised the approach to developing the Marjon 2030 strategy, timelines and progress to date. The approach was divided into two phases: discovery and

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solution; MJ summarised these and highlighted ways in which BoG's engagement would be sought. The timeline identified touch points through committee meetings, the BoG Strategy Day and online briefings at key milestones. BoG approval of the Marjon 2030 strategy, strategic framework, resource plan and associated updated Key Performance Indicators (KPIs) was scheduled for July 2024.

- 3.3 MJ reminded colleagues that the development of the Marjon 2030 Strategy was essential for the long term thinking and direction of the University. BoG felt that the vision had been carefully explored and formulated and was content with the planning and implementation to date; BoG looked forward to bringing their various areas of expertise to bear in collaborating further on this.
- 3.4 MJ was thanked for the report and update.

#### **4. Report on Student Population Data**

- 4.1 The report from Pro Vice-Chancellor, Katy Willis, was received, including a Student Population Update and Student Recruitment and Conversion Activities Update.
- 4.2 GR invited Pro Vice-Chancellor Student Success, Katy Willis, to provide an overview.
- 4.3 KW's report provided analysis of areas of challenge and areas experiencing growth. The report set out the market context, student population, further actions for the year, considerations and context for 2024. Going forward, the development of a more granular in-year approach to collecting and analysing the data would generate a better understanding of student behaviour and ultimately allow a more proactive approach to engagement, retention and interventions. KW invited questions and provided further analysis in response to these.
- 4.4 KW noted that a large number of positive, personal conversations were being held with potential students. This tailored approach was working well, and was a realistic model in financial terms, noting the prohibitive cost of many commercial marketing avenues. BoG sought assurance that the personal connections were maintained through the conversion and retention stages and ELT gave examples of how programme leads monitored student engagement and welfare.
- 4.5 BoG discussed the buoyancy of PGCE and Schools Direct recruitment and the importance of maximising this through developing more links with schools to generate further placements. The strength of the regional opportunity in teacher training and education was discussed.
- 4.6 International recruitment was discussed, including the pivotal role of agents in marketing Marjon overseas. The increased diversity which cohorts of international students brought to campus was commended as a real enhancement to the university experience and cultural interchange.
- 4.7 With regard to applicant offers, in response to a question, ELT noted that incentivisation would not broadly be introduced but portfolio assessment for some subjects may be incorporated into the offer approach, where contextually appropriate.
- 4.8 In response to a question as to the level of engagement which the marketing team maintained with deferred or unsuccessful applications, KW confirmed that mechanisms were in place to do this and appropriate contact was maintained.

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- 4.9 BoG again noted the volatility of data, which reflected the challenging times which the current cohorts of students had lived through - the impact of the Covid years on social and emotional wellbeing of current cohorts, cost of living challenges and the impact of the Government's narrative on recruitment and retention, for example questioning the value of a university degree or of studying specific subjects.
- 4.10 KW was thanked for the report and update. The importance of such reporting being central to BoG and F&R Committee meeting agendas going forward was confirmed.

#### **5. Institutional KPIs Annual Report**

- 5.1 The report was received. GR invited University Secretary, Stephen Plant, to present a summary.
- 5.2 SP noted that the annual KPIs provided an indication of year-on-year progression, benchmarked, where applicable, against internal and external barometers. In response to the BoG's suggestion, a one page RAG rated summary had been created. SP guided BoG through the report and responded to questions.
- 5.3 SP provided sector context to the retrospective returns, noting that this was a time of significant change, noting the OfS B3 introduction, NSS changes and Data Futures initiative. SP noted that JISC/HESA would compile data and release it on to OfS in a new way.
- 5.4 SP concluded by noting that it was expected that the institutional KPIs would be reprised as part of the Marjon 2030 project.
- 5.5 SP was thanked for his report.

#### **6. To Receive the Annual Assurance Report (Quality)**

- 6.1 The report was received. GR invited SP to present a summary.
- 6.2 BoG noted that the purpose was to demonstrate the rigour and effectiveness of the University's quality assurance processes and alignment with Quality Assurance Agency (QAA) Quality Code and associated OfS assurances, as managed and monitored by the Quality Team. SP guided BoG through the report and responded to questions. BoG was satisfied with the robustness of the position.
- 6.3 SP was thanked for his report.

#### **7. Report from Marjon Student Union (MSU) President**

- 7.1 The report from Student Governor and MSU President, Sarah Boyd, including a summary of MSU Accounts 2022/23 was received. GR invited SB to present an overview.
- 7.2 SB guided the BoG through the report, noting the initiatives which she and her Deputy, Liam Williams, had generated, to develop a regional network of sabbatical officers, to promote diversity and accessibility and to boost the number of Marjon's student societies, spanning academia, sport and wellbeing. A list of societies was shared with BoG.
- 7.3 SB invited LW to provide a summary of MSU Accounts 2022/23. LW did so, with reference to the report, noting that the audited accounts would be received by BoG later in the academic year and that the position was broadly in line with projections. A small cut to funding, in the context of rising inflation, had meant that MSU had had a challenging year

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but the position was broadly as anticipated. LW noted that the intent continued to be to build reserves, notwithstanding the challenging financial climate.

- 7.4 CT highlighted that SB and LW were members of the University Leadership Group (ULG) and commended them on their valued interactions with this group.
- 7.5 SB was thanked for the report; SB and LW were thanked for their updates.

*A 10 minute break was taken at this point.*

#### **8. Audit and Finance**

##### **8.1 • Audit Committee Annual Report 2022/23**

- Internal Audit Annual Report 2022/23

8.2 The report was received. GR invited Chair of Audit Committee, Emma van der Lugt, to present a summary.

8.3 EvdL noted that this report was a key component of the approval of the financial statements, providing a comprehensive overview of the work of Audit Committee and of the internal and external auditors. The report contained the Internal Audit Summary Report 2022/23 from Internal Auditors TIAA.

8.4 EvdL provided an overview of the Committee's remit and areas of focus through the year. EvdL highlighted TIAA's key findings and their satisfaction with the University's controls and follow-up. No fraudulent incidents had been reported and the Internal Auditors were satisfied that actions were being addressed. Noting that this was the first full year of TIAA's tenure, BoG invited an assessment as to how they were adding value to the University's operations, to be sure that the full benefit of their engagement was being felt by the University. EvdL noted the role of the Marjon Audit Group (MAG), comprising SP and Chief Operating Officer and Finance Director, Simon Arthurs, in directing the engagement and scope of the internal auditors. EvdL confirmed that there was some flexibility built into the Internal Audit Plan so there could be an agile approach to prioritising areas to be reviewed.

8.5 The Annual Report of Audit Committee was **APPROVED**. EvdL was thanked for her summary. EvdL commended Governance Officer, Jessamie Thomas, on preparing the report.

##### **8.6 • Draft Audited Financial Statements 2022/23**

- Appendix A: External Auditors' Completion Report
- Appendix B: Draft Audited Financial Statements

8.7 The report was received. GR invited SA to present an overview.

8.8 BoG was invited to review the draft financial statements, noting the year-end financial performance, budget variance and implications. SA's presentation detailed the current position and the analysis underpinning this.

8.9 BoG noted that the financial statements were incomplete. SA confirmed they were being finalised and would follow. SA answered questions from BoG as to why this position had been reached, noting areas in which the operational financial performance and control environment required further work in terms of review of controls and the review of compliance with those controls.

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- 8.10 It was noted that the External Auditors' report was positive, regarding the University's approach to, and readiness for, the external audit process. The External Auditors' report with key findings confirmed that the financial statements represented a true and fair view and BoG **AGREED** to accept this position. However, the External Audit process was not yet complete, pending confirmation of the University as a going concern which was dependent on the bank's position on the loan. This also meant that the Governors could not sign the letter of representation at this stage.
- 8.11 SA confirmed the dialogue taking place with the University's bank relationship manager, to satisfy the bank loan covenant compliance, relating to the Sports Centre loan. This would then inform the External Auditors' going concern assessment. A business plan was being finalised, which would align with the OfS Annual Financial Return (AFR), which SA confirmed would serve as an appropriate tool to satisfy the bank's requirements. In terms of the data which the bank would expect to see, SA highlighted the importance of cashflow and cash resilience modelling, together with the credibility of income assumptions, noting the weight which the Earnings Before Interest, Tax, Depreciation and Amortisation (EBITDA) calculation carried in assessing this, as it presented a cleaner view of the cash position. SA confirmed that an assessment of capital risk was being carried out and accordingly a review of the capital plan was underway.
- 8.12 BoG understood that further work would be needed to finalise the financial statements; BoG noted that, following completion of the External Audit and subject to audit sign-off, the finalised financial statements would be brought to BoG for approval, prior to OfS and Companies House submission. In response to a question, SA confirmed he was mindful of the regulatory submission deadlines and would schedule bank and BoG scrutiny accordingly. The letter of representation would therefore also follow, as it was dependent on the accounts having been finalised. SA would share the financial statements with BoG as soon as possible. **ACTION: SA**
- 8.13 **Draft Final Budgets 2023/24 (Capital and Revenue)**
- 8.14 GR invited SA to present an overview, which he did via a slide presentation.
- 8.15 SA noted key elements underpinning the finalisation of the budgets and summarised the draft position. He noted that financial transition planning would be undertaken and recorded within the AFR; a review of fee income, including partnerships and phasing would take place; there would be a cost review and consideration of phasing; a restructuring of staffing would be implemented; there would be an assessment of capital risk; the Foundation Plan 2030 would entail high-level modelling options; there would be bank and finance restructuring and cashflow instruments.
- 8.16 SA summarised the 2023/24 capital position, noting projects brought forward and live projects. The availability to release cash would be dictated by the overall revenue position and cashflow forecast. A ten year capital strategy would be developed from the new year.
- 8.17 SA went through the 2023/24 budget timeline, highlighting governance and regulatory requirements and deadlines. BoG sought assurances that all parties involved in finalising the AFR were aware; SA confirmed this was the case.

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- 8.18 In response to a question regarding potential vulnerabilities, SA confirmed that the F&R Committee, the membership of which included accountancy expertise, was being asked to challenge assumptions and projections. Whilst costs could be controlled, vulnerabilities inevitably lay in levels of student recruitment and also in budgetary management; budget managers were being engaged regarding phasing and cost control. SA also expressed the view that ongoing cashflow forecasting was key and cashflow management remained a risk along with having to restrict capital during the recovery phase.
- 8.19 In the context of careful examination of the University's operating costs, it was noted that the cost of governance should be included in this, to establish whether the same quality could be achieved at a lower cost, for example, by reviewing reimbursement of travel, accommodation or subsistence allowance.  
*It was subsequently reported that savings of approximately £1,750 had been identified by reducing the catering provision and equipment hire for the BoG meeting and Strategy Day, two events taking place later in the month; further control would continue.*
- 8.20 In response to a question regarding the bank's approach, SA confirmed that they were familiar with using the AFR as a reference point as this was supplied each year as a matter of course. The benchmarking analysis of ELT around market share and student population data would be essential components of the confident narrative which would be required to underpin this.
- 8.21 Reserved Business – *please see Reserved Business minutes*
- 8.21 The observation was made that through this period of restructuring and austerity, it would be important not to lose sight of Marjon's strengths, of being focused on people and student experience.
- 8.22 It was suggested that it may be timely for ELT to review its property strategy and any revenue stream opportunities that may exist. SA confirmed that he was in dialogue with potential partners in this regard. BoG suggested that greater clarity around the potential impact of the estate on future forecasts would be helpful.
- 8.23 It was noted that principles behind the phasing of the campus development had been established and discussed by BoG; the priority would continue to be keeping close control of the revenue budget in order to then release capital. The refurbishment of the Studio School and Peninsula Allied Health Centre (PAHC) building would be key in moving forward the University's growth plans, to help generate future income streams.
- 8.24 BoG requested, from a presentational perspective, that costs should be separated out from depreciation and technical adjustments, to allow for clarity and ease of analysis of the cost base. **ACTION: SA.**
- 8.25 BoG accepted that the financial statements, letter of representation and budgets 2023/24 were not yet complete and would therefore need to be brought to BoG for approval at a later date, noting the regulatory filing deadlines.
- 8.34 Office for Students (OfS) Returns**
- 8.35 The report was received. GR invited SA to present a summary.
- 8.36 SA noted that the report set out the OfS statutory finance returns and the sign-off

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approach for both the Annual Financial Return (AFR) and the Transparent Approach to Costing Return (TRAC). BoG noted the reporting timeline, opportunities for BoG scrutiny and the sign-off requirements. ULG would be engaged in the completion of these returns. Updates would be communicated to Governors. BoG noted that the AFR had historically required Chief Executive's sign-off, then it had also required BoG sign-off, now it had reverted to solely requiring the Chief Executive's sign off. However, to ensure BoG's assurance, there would be transparency around the information being submitted to allow for full Board engagement opportunities as appropriate. BoG **APPROVED** the approach.

8.37 SA was thanked for the report.

#### **9. Update from Committees**

9.1 **Report from Committee Chairs** – GR invited Committee Chairs to provide a verbal update on the activities of Committees since the last BoG meeting; minutes of meetings were also contained in Part C for information. BoG was satisfied with the work being undertaken at committee level and GR thanked chairs for their commitment and updates.

9.2 **i) Board Membership - Report from Governance & Nominations Committee** – the report was received. Informed by the BoG skills audit, the following proposals were considered and agreed:

9.3 The appointment of Rev'd Tatiana Wilson as Bishop-Nominated Governor, from 01.01.2024 was **APPROVED**.

9.4 The appointment of a further Bishop-Nominated Governor was approved in principle, subject to mutually agreeable completion of pre-appointment discussions.

9.5 The renewal of Jackie Westerman's term of office as Directly Appointed Governor, for a second term, from 29.01.2024 was **APPROVED**. The appointment of JW as Chair of People & Organisational Development Sub-Committee was **APPROVED**, noting that Prof Patricia Hind would move from Chair of this group to Deputy Chair.

9.6 The appointment of Dr Laura Wallis, as Academic Governor (Senate Elected), from 1 October 2023, following due process, was noted.

9.7 The resignation of Ruth Mounstephen, Bishop Nominated Governor, with effect from 12 September 2023, was noted. BoG wished to put on record its sincere thanks to Ruth for her support and contributions.

9.8 The following committee proposals were **APPROVED**.

*Key: DPIG Digital & Physical Infrastructure Group; F&R – Finance & Resources Committee; Gov & Noms – Governance & Nominations Committee; P&OD – People & Organisational Development Sub-Committee; RemCom – Remuneration Committee*

Guy Bolt – Join DPIG, Gov & Noms.

Sarah Boyd - Attend F&R, P&OD; join DPIG. Liam Williams, to deputise as appropriate.

Prof Claire Taylor - Join Gov & Noms, F&R, DPIG, P&OD, Chairs' Group, Strategic Healthcare Education Group; attend Audit and RemCom (not for matters concerning her performance or remuneration).

Rt Rev'd James Grier – Join Gov & Noms.

Prof Patricia Hind – Be appointed Chair of F&R.

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Prof Mark Llewellyn – Join F&R and RemCom.

Fiona Nicholls – Join DPIG.

Graham Raikes – Be appointed Deputy Chair of F&R.

Prof John Scott – Join Audit, RemCom and P&OD.

Jennie Walker – Join Audit and P&OD.

Laura Wallis – Attend F&R.

- 9.9 University Secretary, Stephen Plant and Governance Officer, Jessamie Thomas, were thanked for their work preparing these proposals; JT was thanked for her report.

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

#### **Close**

GR invited colleagues to consider whether any of the meeting's discussions impacted on the current Risk Register; no new risks were identified.

In closing the meeting, GR thanked BoG for their support and challenge.

#### **Part B**

The following reports were received and approved:

- 11. Minutes of Previous BoG Meetings (M3 13.07.2023; Extraordinary BoG 31.10.2023) were received as an accurate record and **APPROVED** with no amendments.
- 12. Research Integrity Annual Statement was **APPROVED**.
- 13. Risk Management and Risk Register was **APPROVED**.
- 14. Senior Remuneration Annual Report/Statement was **APPROVED**.
- 15. Terms of Reference - Updates were **APPROVED**.
- 16. Meeting Dates 2023/24 (information); 2024/25 were **APPROVED**.

The following reports were received for information:

- 17. Matters Arising from Previous Meeting
- 18. Student Surveys
- 19. Access and Participation Plan Update
- 20. Prevent Duty Monitoring Report
- 21. Annual Chaplaincy Report 2022/23
- 21.1 GR invited University Chaplain, Rev'd Michelle Parkman, to present key highlights of her report to the BoG. MP then responded to questions regarding the range of support which the Chaplaincy offered to students, how pastoral concerns were met, how the provision helped to drive retention and the appropriacy of the support mechanisms available to the Chaplain and her Deputy. MP highlighted the importance of continuing the flow of communications from ELT to the Chaplaincy, which then allowed her to be an effective channel of support for students and staff.
- 21.2 MP highlighted the Marjon Larder and University Hardship Fund support mechanisms; BoG members expressed an interest in contributing to these and JT would share the links.

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MP was thanked for her work and for her report.

- 22.** Annual Whistleblowing Report
- 23.** Finance Update

#### **Part C**

The following reports were received as supplementary information:

- C2** Cost of Living Briefing Note
- C9** Board Membership – Candidate Profiles (Confidential)
- C14** Senior Remuneration Report - Appendices
- C15** Terms of Reference – Chair’s Action, Senate; DFIG
- C** Minutes of Committees/Sub-Committees: (a) Audit Committee M3 30.06.2023, Interim 02.11.2023 (unapproved) (b) Finance & Resources Committee M4 23.06.2023; Interim 06.07.2023; (c) Estates Project Group M3 21.06.2023; Digital & Physical Infrastructure Group M1 17.10.2023 (unapproved); (d) Governance & Nominations Committee M3 05.07.2023; M1 29.09.2023 (unapproved); (e) P&OD Sub-Committee M2 16.06.2023; (f) Senate 05.07.2023
- C** Register of Interests