



**UNIVERSITY
OF LONDON**

BOARD OF TRUSTEES

Wednesday, 27 November 2024, at 4.00 pm
in Room 349, Senate House
and via Microsoft Teams

MINUTES

ATTENDANCE AND APOLOGIES	
PRESENT	Colin Bailey Paul Boursican <i>via Microsoft Teams</i> Josette Bushell-Mingo <i>via Microsoft Teams</i> Pawan Dhir Paul Greenwood Katie Kopec David Latchman Mark Lowcock (Chair) Paul Madden Andrew Ratcliffe (except BTM 6854-57) Leo Schlesinger <i>via Microsoft Teams</i> Ilsa Tariq <i>via Microsoft Teams</i> Wendy Thomson
IN ATTENDANCE	Philip Allmendinger (Pro Vice-Chancellor (Education)) Rita Akushie (Pro Vice-Chancellor (Finance and Operations)) Simon Cain (Director of Human Resources) Damaris Currie (Central Secretariat) Marie Ennis (Director of Strategic Communications, Marketing and Recruitment) Jo Fox (Pro Vice-Chancellor (Research and Engagement)) Matthew Grigson (Director of Governance, Policy and Compliance (for BTMM 6863-67)) Samantha Horne (Director of Finance) Alistair Jarvis (Pro Vice-Chancellor (Partnerships and Governance)) Richard Michel (Chief Information and Digital Officer) Emma Rees (Executive Director of Estates and Property) Sky Zheng (Incoming Executive Director, Distance and Digital Education)
APOLOGIES	Frances Corner Craig Hassall Kavita Reddi (Deputy Chair) Christopher Rossbach Michael Spence

Welcome

6783 The Chair welcomed those present to the meeting, in particular, Paul Boursican who was attending his first meeting of the Board.

Declarations of Interest

BTM 6784 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

Minutes of the Previous Meeting

6785 The Board of Trustees confirmed the minutes of the meeting held on 15 October 2024.

Matters Arising and Action List

6786 The Board received and considered a report on matters arising that were not covered elsewhere on the agenda, including a list of running actions (BT1936, Confidential). The Board noted the updates provided therein. The following matter was highlighted.

BTMM 6787-90 are considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

Vice-Chancellor's Report

6791 The Board received and noted the Vice-Chancellor's Report (BT1937, Confidential), including the following appendices:

- (i) A list of the Vice-Chancellor's main activities and meetings since 11 July 2024 (Appendix BT1937A); and
- (ii) Precautionary Injunction - brief summary for the Board of Trustees (Appendix BT1937B)

6792 The Vice-Chancellor highlighted the following matters.

- (i) The University's annual Foundation Day ceremony held on 20 November 2024, which had been presided over by the Chancellor HRH The Princess Royal and at which four honorary degrees and an honorary fellowship had been awarded. The event had been attended by students and staff of the University, representatives from the federation members, people with longstanding connections with the University, and for the first time, representatives from Recognised Teaching Centres (RTCs) across the world.
- (ii) A recent letter from the Secretary of State for Education to heads of higher education institutions (HEIs) highlighting government priorities in relation to the higher education (HE) sector.
- (iii) The update on a precautionary injunction granted to the University by the high court for one year, in relation to protests on University land (Appendix BT1937B).

Strategy to 2030

Report of the University of London Strategy Day

6793 The Board received a report providing an overview of the discussions at the University of London Strategy Day on 23 October 2024 and a summary of key issues raised by participants (BT1938). The report included slides presented on the day by the Pro Vice-Chancellor (Finance and Operations): 'University

of London Financial Position & Investment Opportunities' (Appendix BT1938A).

Strategy to 2030

- 6794 The Board received a report from the Vice-Chancellor suggesting an approach to the development of the University's strategy through to 2030 (BT1956 and Appendix BT1956A, both confidential).
- 6795 It was agreed to consider the reports on the University of London Strategy Day and the Strategy to 2030 together (BTMM 6793 and 6794 above refer).
- 6796 It was noted that the Strategy Day on 23 October 2024 had provided a valuable opportunity for the Board of Trustees and Heads and representatives from the federation members to review progress against the University's Strategy 2020-25 and to explore a number of major strategic programmes and priorities for the University in the context of the development of the next strategic plan.
- 6797 Members noted that a variety of perspectives had been expressed at the Strategy Day, and it had been useful to have input from a wide range of participants. It was acknowledged that the needs and priorities of federation members were diverse, and that therefore not all the likely priorities, services and collaborative opportunities progressed within the future strategy would be of equal interest to all federation members. In this context, the Board agreed that as the University progressed the strategy to 2030 and took decisions regarding strategic investments, it would be vital to ensure that the strategy delivered something of value for all of the federation members
- 6798 Members noted that priorities were discussed with federation members as part of regular, ongoing, conversations. In connection with this, it was suggested that there would be value in undertaking some form of data gathering or mapping exercise to gain a greater understanding and record of the federation members' needs and priorities, to inform the development of the strategy to 2030. The Pro Vice-Chancellor (Partnerships and Governance) indicated that further consideration would be given to what form this activity might take.
- 6799 The Vice-Chancellor highlighted the information in Appendix BT1956A on the approach to the development of the University's next strategy and the suggestions for key priorities. Support was expressed for the direction of travel established through the previous strategy and for the approach articulated in the Vice-Chancellor's paper. The Vice-Chancellor explained that as plans were refined further, appropriate analysis could be commissioned to develop more detailed options and inform the important decisions to be taken.
- 6800 Members commented on the importance of delivering tangible benefits and value from the investments made. They stressed the need to consider cashflow as the new strategy was developed and to ensure that the associated projects were cash generative.
- 6801 Members highlighted the positive feedback that had been received at the Strategy Day for the approach taken with regard to the library transformation programme to date, especially in relation to the consultation with

stakeholders. Members commented, in particular, on the progress being made in relation to the Special Collections Hub and the associated collaboration with a large range of federation members. The potential to learn from this approach in progressing aspects of the Strategy to 2030 was noted.

6802 Members welcomed and endorsed the proposed way forward with respect to the strategy to 2030, noting the timetable within the Vice-Chancellor's paper, which would commence with the presentation of a commissioning report to the Board meeting in January 2025.

6803 **AGREED**

- (i) The Board endorsed the proposed approach to the development of the University's strategy through to 2030, as outlined in Appendix BT1956A.
- (ii) The Board agreed the importance of ensuring that the strategy delivered something of value to all federation members.
- (iii) The Board agreed that further consideration be given to gathering and recording information on each federation member's needs and priorities, for example through some form of mapping exercise.
- (iv) The Board agreed the importance of delivering tangible benefits and value from the investments made.
- (v) The Board agreed that careful consideration needed to be given to how best to deliver cash generation from the University's activities and projects as the new strategy was developed.

Audit and Risk Assurance Committee

Annual Report of the Audit and Risk Assurance Committee (ARAC) for 2023-24 to the Board of Trustees and the Accountable Officer

6804 The Board considered the Annual Report of the Audit and Risk Assurance Committee for 2023-24 (BT1939, Confidential), which incorporated the Committee's Terms of Reference 2023-24 and the PwC Internal Audit Annual Report.

6805 The Board noted the information provided in the report and how the Committee had discharged its delegated responsibilities during 2023-24.

6806 The Board noted most of the activity covered in the report had taken place during the preceding year, when Andrew Ratcliffe had been Chair of the ARAC. The current Chair of the ARAC, Pav Dhir, reported on the range of activity overseen by the Committee during that period, highlighting, in particular, the scope of the Internal Audit Programme.

6807 The Chair of the ARAC informed the Board of his engagement with the external auditors KPMG since the most recent Committee meeting as they finalised their audit report for presentation with the Financial Statements (BTMM 6827-31 below refer). In response to a query about the scope of reporting to the Board of Trustees, in the context of matters raised at other organisations, the Chair of the ARAC was pleased to confirm that the external auditors, KPMG, had not raised any issues or concerns in this regard. He also provided assurance to the Board on the high quality of the reporting undertaken by the internal auditors, PwC, and informed members that a detailed internal audit programme was in place for 2024-25. Some flexibility

had been built into the plan and it would be reviewed later in the year to see whether any adjustments were required. It was noted that aspects of internal governance formed part of the rolling programme of audits undertaken by the internal auditors.

6808 The Chair of the ARAC provided assurance to the Board on the work undertaken by the Committee, highlighting good transparency of information; robust discussion by the Committee; and ongoing evolution and enhancement of its activity.

6809 **AGREED**

The Board confirmed it was assured by the Committee's opinion on the adequacy and effectiveness of the University's arrangements for:

- (i) Risk management, control and governance;
- (ii) Economy, efficiency and effectiveness (value for money); and,
- (iii) Management and quality assurance of data returns.

Principal Risk Register

6810 The Board received and reviewed the updated Principal Risk Register, which included a breakdown of strategic risks, associated drivers, mitigation and controls (BT1940 and Appendix BT1940A, both Confidential).

6811 The Pro Vice-Chancellor (Finance and Operations) reported that the latest iteration of the Principal Risk Register incorporated improvements in response to feedback from ARAC, including providing a list on the first page of the Register of those risks categorised as 'red' or 'amber' with details of the risk sponsor.

6812 The Chair of the ARAC reported that the Committee had considered the Principal Risk Register at its November 2024 meeting and recommended it to the Board for approval. The format and detail of the Register continued to evolve with enhancements being incorporated. Members of the Board noted that a number of the mitigating actions had target dates listed as 'ongoing', and it was suggested that management review these to ensure clear target dates were provided wherever possible. The Chair of the ARAC reported that the Committee had raised this matter and had also asked that additional information be incorporated on the impact of the key controls and mitigating actions provided for the various risks.

6813 **AGREED**

- (i) The Board approved the Principal Risk Register, as at November 2024.
- (ii) The Board agreed that target dates for mitigating actions should be reviewed for the next iteration of the Principal Risk Register, with a view to minimising those listed as 'ongoing'.

Anti-Slavery and Human Trafficking Statement 2023-24

6814 The Board received and considered a report (BT1941) on the Anti-Slavery and Human Trafficking Statement which had been reviewed and updated in line with the requirements of the Modern Slavery Act 2015; 'clean' and 'tracked' versions of the Statement had been provided for the Board as follows:

- (i) University of London Anti-Slavery and Human Trafficking Statement 2023-24 (with changes tracked) (Appendix BT1941A)
- (ii) University of London Anti-Slavery and Human Trafficking Statement 2023-24 ('clean' version) (Appendix BT1941B)

6815 The Board noted that the updated Statement had been reviewed by Vice-Chancellor's Executive Group and the ARAC which had both been content. The ARAC had recommended the Statement to the Board for approval.

6816 **AGREED**

The Board approved the University of London Anti-Slavery and Human Trafficking Statement 2023-24 for publication on the University website.

Report from the Finance Committee

6817 The Board received a report providing a summary of the key issues discussed by the Finance Committee at its meeting on 6 November 2024 (BT1942, Confidential).

6818 Members noted details of the Committee's discussion on the Financial Strategy including a proposed framework set out under revised Golden Rules (Appendix A of the report), which defined the level of the University's risk appetite as it entered an intense period of investment activity in support of the University Strategy. Officers would be considering the programme of investment further with a view to providing more information on priority, need, and cash generation, for presentation to the Finance Committee's next meeting in February 2024. It was noted that the Committee was willing to meet at an earlier date, should any decisions be required in the interim, for example in relation to the funding decision for the urgent works required at Bonham Carter and Warwickshire House (BCWH).

BTM 6819 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

6820 Members of the Board highlighted the need to ensure that high-quality robust business cases were produced for the various projects requiring investment in support of the new University Strategy. The Vice-Chancellor provided assurance to the Board in this regard, indicating that the University would ensure it had access to appropriate expertise.

6821 **AGREED**

The Board approved the revised Golden Rules as set out in Appendix A of the report (Document BT1942).

Going Concern Statement 2023-24

6822 The Board received and reviewed the Going Concern assessment for the Financial Statements for the year ended 31 July 2024 (BT1943, Confidential).

6823 The Pro Vice-Chancellor (Finance and Operations) highlighted that the University's 10-year financial plan, approved by the Board in July 2024, included several plausible downside scenarios to test the impact on the University's operations and its ability to take immediate actions to mitigate against any adverse impacts. The Board was informed that none of these

scenarios posed serious concerns in respect of the University's operations or business model.

- 6824 Subsequently, and for the purposes of the Going Concern Assessment, the University had run a number of downside scenarios on the cashflow forecasts for the following two years to provide assurance that the business was a going concern and therefore should be reported as such in the financial statements. Members noted the details of these scenarios and the associated mitigations and options available to the University as outlined in the report.
- 6825 It was noted that the Going Concern Assessment had been considered by the Finance Committee and the ARAC at their recent meetings. Both Committees had agreed that the going concern basis was appropriate and that there were no material uncertainties. The ARAC had approved the Assessment for onward transmission to the Board.
- 6826 **AGREED**
- (i) The Board concurred with the conclusion that the going concern basis was appropriate and there were no material uncertainties.
 - (ii) The Board approved that the University and group accounts be prepared on a going concern basis.

2023-24 Financial Statements

- 6827 The Board received and considered a report on the final position in the Consolidated Financial Statements for the University for the year ended 31 July 2024; the Financial Statements were being presented for the Board's approval (BT1944, Confidential). The report included:
- (i) 2023-24 Financial Statements (Appendix BT1944A, Confidential)
 - (ii) Report from the External Auditors (Appendix BT1944B, Confidential)
 - (iii) Letter of Representation to the External Auditors (Appendix BT1944C, Confidential)
- 6828 The Board noted the reconciliation between the full year management accounts results and the financial statements, as detailed in the report.
- 6829 Members commented on the reduction in cash since the previous year and were advised that contributing factors included capital investments in Senate House Library, completion of the Warburg Renaissance project, investment connected to the Bloomsbury Heat and Power project, and new technology to improve the student experience. More information could be provided to a future meeting.
- 6830 There was discussion around the importance of enhancing cashflow, and for the long-term generation of cash to be an important consideration in decision-making in relation to future investments. The Pro Vice-Chancellor (Finance and Operations) reported that more detail would be provided on this as information was presented to the Board in relation to the investment opportunities associated with the Strategy to 2030 and the budget for 2025-26, to ensure members were comfortable with the direction of travel and the level of proposed investments. It was also highlighted that the Management Accounts presented to the Board had been enhanced for recent iterations with the inclusion of information on cash balances and cash-flow movements.

6831 **AGREED**

The Board of Trustees:

- (i) Approved the University's Financial Statements for 2023-24 (Appendix BT1944A).
- (ii) Authorised the Chair of the Board of Trustees and the Vice-Chancellor to sign the balance sheets on its behalf.
- (iii) Authorised the Chair of the Board of Trustees and University Secretary to sign the representation letter to the External Auditors on its behalf (Appendix BT1944C).
- (iv) Authorised the Pro Vice-Chancellor (Finance and Operations) to approve any minor amendments to the Financial Statements presented at the meeting, arising from the finalisation of the audit.

Office for Students (OfS) Annual Financial Return (BT1945, Confidential)

6832 The Board received and considered a report on the Annual Financial Return 2023-24 (BT1945, Confidential), including:

- (i) OfS Annual Financial Return 2024 Workbook (Appendix BT1945A, Confidential)
- (ii) Commentary to Support the OfS Annual Financial Return 2024 Workbook (Appendix BT1945B, Confidential)

6833 The Board was informed that the Finance Committee had considered the Annual Financial Return by correspondence, and recommended it to the Board of Trustees for approval.

6834 **AGREED**

- (i) The Board approved the Annual Financial Return (AFR 2024) workbook and accompanying commentary, for submission to the OfS.
- (ii) The Board delegated authority to the Pro Vice-Chancellor (Finance and Operations) to make such changes necessary to the Financial Return workbook and commentary before final submission to the OfS.
- (iii) The Board authorised the Vice-Chancellor to sign the 2024 Financial Return as required by OfS, once all files had been submitted, and verification queries resolved.

Management Accounts for the Two-Month Period to 30 September 2024

6835 The Board received and noted an update on the financial position as at 30 September 2024 (BT1946, Confidential), including:

- (i) Management Accounts Year to Date September 2024 (Appendix BT1946A, Confidential).

BTM 6836 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

6837 It was noted that the increase in employers' National Insurance contribution would have a significant financial impact across the HE sector.

Strategic Projects Update

6838 The Board received and considered an update on the strategic projects and progress against delivering the Strategic Objectives (BT1947) including:

- (i) Strategic Projects Update November 2024 (Appendix BT1947A).

6839 The Board reviewed the update, noting progress against the Strategic Objectives. The Vice-Chancellor reported that consideration would be given to whether to roll any ongoing actions into the new strategic plan.

Academic Board

Report and Minutes from the Academic Board 7 November 2024

6840 The Board received a report highlighting key items of business conducted at the Academic Board meeting held on 7 November 2024, together with the unconfirmed Minutes of the meeting (BT1948 and BT1948A, both confidential).

6841 The Board noted the Minutes, the actions agreed by the Academic Board and the key items of business that had been summarised in the report.

Annual Quality Assurance Report

6842 The Board received and considered the Annual Quality Assurance Report (BT1949, Confidential) and were informed that this was an abridged version of a report that had been considered and approved by the Academic Board at its meeting on 7 November 2024 (as referred to in the report and Minutes from the Academic Board (BTMM 6840-41 refer)). The full report had also been made available (Appendix BT1849A, Confidential).

6843 The Vice-Chancellor introduced the report, as Chair of the Academic Board, highlighting progress made on addressing key areas of the 2023-24 Quality Assurance Review action plan. Further to this review, steps had also been taken to enhance the format of the Annual Report. Also highlighted was the information on Programme Annual Monitoring and on themes and priorities arising from the associated reviews.

6844 AGREED

Having received and reviewed the report, the Board confirmed assurance on academic quality and standards, and the integrity of University of London academic qualifications.

Continuation Metrics Update

6845 The Board received and considered an update on the University's position in relation to the OfS B3 continuation metrics for UK students and the performance of students studying entirely abroad (Overseas) (BT1949, Confidential), including Continuation Metrics (Appendix BT1950A, Confidential).

6846 The Board noted the information provided including that related to:

- (i) UoLW and School of Advanced Study (SAS) UK population continuation metrics published by the OfS in July 2024.
- (ii) 2020-21(actual), 2021-22 (expected) and 2022-23 (projected) continuation rates for UK and Overseas students.
- (iii) Planned interventions by UoLW to improve continuation performance.

- 6847 Members noted that elements of the B3 metrics did not align well with the UoLW model, and that the metrics related to UK students only, who constituted only a small proportion of the University's student population.
- 6848 The Board noted the key observations on continuation metrics and the interventions planned to improve performance, in particular, in the context of the B3 metrics, those related to UK-based students. Members noted also progress to date and the challenges involved in addressing areas of concern. The Board requested that the executive continue to explore and monitor mitigation measures and asked to receive a further report on progress in 6 to 12 months' time.
- 6849 **AGREED**
That the executive should continue to explore options for, and monitor, intervention planning and associated mitigations and report back to the Board on progress in 6 to 12 months' time.

Governance Enhancements Implemented since the 2020 External Governance Review

- 6850 The Board received and noted an update on the governance enhancements that had been implemented since the University's 2020 governance review (BT1950) including:
- (i) Summary update of the implementation of recommendations from the University's 2020 governance review (Appendix BT1951A).
- 6851 The Pro Vice-Chancellor (Partnerships and Governance) explained that, in order to give oversight, and to bring new members of the Nominations and Governance Committee up to speed on governance enhancements implemented since the governance review, the Committee had received an update against each of the 34 recommendations arising from the review at its most recent meeting in October 2024. The Committee had found the update helpful, and had suggested that the Board would benefit from receiving a similar summary as it provided assurance about the significant progress made.
- 6852 Members welcomed the update, commenting on the extensive work undertaken and the progress made since the governance review. A query was raised about any other potential enhancements that might be progressed proactively, in advance of the next external governance review. The Pro Vice-Chancellor (Partnerships and Governance) indicated that this would be addressed under the following item, the Minutes of the Nominations and Governance Committee's most recent meeting.

Minutes from the Nominations and Governance Committee

- 6853 The Board received a report (BT1952) and the unconfirmed minutes of the meeting of the Nominations and Governance Committee held on 22 October 2024 (Appendix BT1952A).
- 6854 The report included a recommendation relating to the proposed extension of Andrew Ratcliffe's term of office as an independent member of the Board. Andrew Ratcliffe left the room for the consideration of this proposal.

- 6855 The Board noted details of the Committee's discussion regarding Andrew Ratcliffe's term of office. The Board concurred with the Committee's view that an extension of his term of office would enable the Board to continue to draw on his significant experience during a period when the Board would be expected to make key strategic decisions, and also that his reappointment would provide important continuity further to recent changes in Board membership including the appointment of five new independent trustees and a new Chair.
- 6856 The Board further noted that an extension of Andrew Ratcliffe's term of office would be in line with the University's Ordinance 1 *Purpose and Functions of the Board of Trustees*, which stipulated a maximum term of office of nine years for independent members of the Board.
- 6857 **AGREED**
The Board approved that Andrew Ratcliffe's term of office be extended by one year to 31 July 2026, in line with the maximum number of years for serving as a member on the Board as set out in Ordinance 1.
- 6858 Andrew Ratcliffe rejoined the meeting.
- 6859 The Board noted the discussion recorded in the Nominations and Governance Committee minutes about governance enhancements implemented since the 2020 governance review, a matter reported on in further detail under the previous item (BTMM 6850-52 above refer). Further to the point raised under the previous item, on possible areas for enhancement in relation to governance, the Pro Vice-Chancellor (Partnerships and Governance) highlighted the section of the Committee's minutes on forward planning and a proposed schedule of business for the Committee. Key matters of forthcoming business and consideration for the Committee included:
- (i) time and scope of an externally facilitated governance effectiveness review;
 - (ii) staff membership on the Board of Trustees; and
 - (iii) the structure and number of Board committees.
- 6860 A member of the Board suggested that it would be helpful to consider mapping the various items of University business that passed through the governance framework, and the routes these took, including their presentation to committees and boards. This could assist planning and help ensure processes were efficient and effective. The Pro Vice-Chancellor (Partnerships and Governance) indicated that this could be added to the Nominations and Governance Committee's schedule of business.
- 6861 Members noted that it would be important to consider the relationships between the various committees and the timing of their meetings, as discussions on the committee structure were progressed. This would be particularly important in the context of the emerging University Strategy to 2030 and the decisions that would need to be taken about strategic investments and projects.
- 6862 **AGREED**
That an additional item be added to the Nominations and Governance Committee schedule of business to cover the mapping of items of University business against governance processes and approval routes.

Prevent Accountability and Data Return for 2023-24

- 6863 The Director of Governance, Policy and Compliance joined the meeting for the item.
- 6864 The Board received and considered a report on the Prevent Accountability and Data Return (ADR) (BT1953), presented to provide assurance to the Board that the University had had due regard to its duties in accordance with the Counter terrorism and Security Act 2015, Statutory Guidance for Higher Education and the regulatory requirements of the OfS.
- 6865 Members noted the Prevent ADR indicated that no Prevent issues had been reported, managed or escalated and a query was raised about the thresholds used to record events. The Director of Governance, Policy and Compliance explained that the University only counted events where its due diligence process had required an escalation of decision making in relation to speakers/subjects and the consideration of whether additional mitigations or conditions needed to be put in place or the event or speaker rejected. It was confirmed that this was in line with the approach taken by the University in prior years, and that the OfS had not raised any queries in relation to this previously.
- 6866 It was suggested that it would be beneficial to compare the University's approach with that of a few federation members, to see whether these were broadly aligned. The Director of Governance, Policy and Compliance indicated that he would be happy to do so. He also highlighted that the profile of the events that took place at the University was different from the range of events that were likely to take place at other higher education institutions (due to the nature of the University's academic community and smaller event profile).
- 6867 **AGREED**
- (i) On the recommendation of Vice-Chancellor's Executive Group (VCEG) and on the basis of the information in the paper, the Board of Trustees confirmed that the University:
 - (a) Had had due regard to the need to prevent people being drawn into terrorism (the Prevent duty).
 - (b) Had provided to the OfS all required information about its implementation of the Prevent duty.
 - (c) Had reported to the OfS in a timely way all serious issues related to the Prevent duty, or now attached any reports that should have been made, with an explanation of why they were not previously submitted.
 - (d) Had reviewed, and where necessary updated, its Prevent risk assessment and action plan.
 - (ii) That the Director of Governance, Policy and Compliance would liaise with a small number of federation members with a view to ascertaining whether the approach of the University and the federation members in the recording of similar types of events in respect of the Prevent ADR was broadly aligned.

Report from the Estates Committee

- 6868 The Board received and noted a summary of the key issues discussed by Estates Committee members at an extraordinary meeting held on 5 November 2024 (BT1954, Confidential). The meeting had been inquorate; however, no formal decisions had been taken at the meeting, and those members who were absent had provided their comments to the Chair and senior officers ahead of the meeting.
- 6869 The Chair of the Estates Committee, Katie Kopec, reported that the extraordinary meeting had been convened to consider the latest iteration in the development of the Estate Strategy; and also the proposed Financial Strategy with reference to its relationship with the emerging Estate Strategy. The importance of ensuring the alignment of the two had been stressed and Committee members had advised that the Estate Strategy should only be finalised for presentation to the Board of Trustees for its approval after the Board had approved the Financial Strategy.

Unconfirmed Minutes of the Collegiate Council meeting on 4 October 2024

- 6870 The Board received and noted the unconfirmed minutes of the Collegiate Council meeting held on 4 October 2024 (BT1955, Confidential).

Dates of Future Meetings

- 6871 The Board noted the dates of future meetings as follows (all meetings to commence at 4.00pm):

2024-25

Wednesday, 29 January 2025

Wednesday, 26 March 2025

Wednesday, 21 May 2025

Thursday, 17 July 2025

Any Other Business

- 6872 At the close of the meeting, the Chair thanked members for attending the meeting. The Chair also highlighted that the Board's next meeting on 29 January 2025 would be followed by a Board of Trustees and Collegiate Council dinner discussion attended by the interim Chair of the OfS, Sir David Behan.