

APPROVED

MINUTES OF THE 230TH MEETING OF THE COURT OF GOVERNORS HELD ON WEDNESDAY 21 MARCH 2018 IN ROOM CH1.14 CAVENDISH HOUSE, UNIVERSITY OF WESTMINSTER, 101 NEW CAVENDISH STREET.

PRESENT:	Mr S Hart (Chair) Mr C Barnes (items 230.1 to 230.10) Mr J Begg (items 230.1 to 230.8) Mr D Cheeseman Mr G Davies Dame K Dunnell Dame M Hogg Mr T Hope Professor G Megson (items 230.1 to 230.10)	Mr G Morley Mr P Murphy (items 230.1 to 230.3) Ms L Neil Ms H Owen The Venerable Canon D Stanton Ms P Wales (items 230.1 to 230.7.11) Mr J Wates (items 230.1 to 230.8) Mrs D Yeo (items 230.1 to 230.7.8)
IN ATTENDANCE:	Ms C Bernard (Observer) Professor S Brookhouse (item 230.4) Mr J Cappock (items 230.1 to 230.10)	Mr C Hinge (item 230.4) Professor A Hughes (items 230.1 to 230.10) Mrs E McMillan (Clerk)
APOLOGIES:	Professor R Dannreuther (attendee) Mr A Ganguli Ms K Hayes (attendee) Ms V James	Mr M Smith Ms F Thompson (UWSU) Ms C Valeur Ms N Zaremba

Clerk's note 1: This meeting of the Court of Governors was preceded by a briefing from HEFCE on 'Securing student success', the new regulatory framework for higher education in England, and a business intelligence briefing focusing on key data indicators relating to financial and academic performance from the Director, Corporate Planning and Performance.

Clerk's note 2: A small number of independent governors left the meeting prior to its conclusion (as noted above) due to other unavoidable commitments. The meeting became inquorate after the discussion recorded in Minute 230.8 due to an insufficient number of independent members present. The discussion recorded in Minute 230.11 took place in the absence of a quorum of independent members; however no decision was required or taken.

230.1. ANNOUNCEMENTS

- 230.1.1. Apologies were noted as listed above.
- 230.1.2. Members noted that there is a standing declaration of interest from Dame Mary Hogg for any matters relating to the Quintin Hogg Trust or Quintin Hogg Memorial Fund. Dame Mary made a specific declaration of conflicted interest with regards to the consideration of the Interim report on production of the University's Estate strategy (refer to Minute 230.4). Members authorised the conflict in line with Article 20 of the University's Articles of Association.
- 230.1.3. The Chair agreed a request to discuss agenda item 3.1b Draft Minutes, Remuneration Committee 21 February 2018 (refer to Minute 230.11). The Chair confirmed that there were no requests to discuss the remaining starred items (refer to Minutes 230.12 to 230.25).

230.1.4. The Chair confirmed that there were no requests to discuss matters under agenda item 5 'Any other business' (refer to Minute 230.26).

230.2. CHAIR'S REPORT

230.2.1. On behalf of the Court, the Chair thanked Trevor Hope for his contribution to the Court during his tenure as a governor and as Chair of the Finance and Property Committee.

230.2.2. On behalf of the Court, the Chair thanked Chris Bernard for her engagement with the Court during her tenure as a Board Apprentice.

230.2.3. The Deputy Chair reported to the Court that the conclusion of the HEFCE Annual Provider Review Group is that the entry for the University on the HEFCE Register of Higher Education Providers will continue to read 'Meets requirements with an action plan'.

230.2.4. The Deputy Chair reported to the Court that HEFCE has reviewed the annual accountability return submitted in December 2017 and that HEFCE's risk categorisation for the University is 'Not at higher risk'.

230.2.5. The Deputy Chair reported to the Court that HEFCE has reviewed the Prevent Duty annual monitoring submission and confirmed that the information provided in the annual monitoring return "*demonstrated sufficient evidence of due regard to the Prevent Duty*".

230.3. SENIOR LEADERSHIP STRUCTURE

Confidential

230.3.1. The Chair asked University staff - with the exception of the Acting Vice-Chancellor, the Clerk to the Court and staff governors - to withdraw from the meeting for this item¹.

230.3.2. The Acting Vice-Chancellor (VC) presented a paper outlining three options for a revised senior leadership structure (Document COG 180321A).

230.3.3-230.3.17 [Redacted]

230.3.18. **AGREED** The senior leadership structure and University Executive Board membership will comprise the roles listed below:

- Vice-Chancellor and President
- Deputy Vice-Chancellor x 2
- Chief Operating Officer
- Pro Vice-Chancellor/Dean² x 3

230.3.19. **AGREED** The new structure is to be implemented at the earliest opportunity; timing to take into consideration the need for stability and appropriate handover periods. Any changes to the portfolio of responsibilities within the posts listed above are on hold until the commencement of the new VC. The VC can change, rotate or reallocate portfolios to all the posts without further Court approval.

230.3.20. **AGREED** The Court endorses the principle of DVC level staff having line management of relevant professional staff that support the delivery of their area of responsibility. Any implications for changes to the line management of Professional Service staff or structures are to be discussed and approved by the COO and the VC before being implemented.

¹ "Where a named member of staff or a prospective member of staff, or a named student, is to be considered, the Chair shall, if appropriate, ask staff or student members to withdraw: they shall receive neither the agenda for, nor any subsequent record of, the relevant portion of the business." (Articles of Association September 2017, Paragraph 27.4)

² aka Head of College

APPROVED

- 230.3.21. **AGREED** The final distribution of portfolios and staffing structures will be reported to Court for information, post implementation.
- 230.3.21.1. **ACTION Vice-Chancellor** to report the final distribution of portfolios and staffing structures to the Court at a future meeting.
- 230.3.22. [Redacted]
- 230.3.23. [Redacted]
- 230.3.23.1. **ACTION Acting VC** to discuss implementation with the Director of Human Resources Management and Organisational Development and Wellbeing.
- Appointment of a permanent Chief Operating Officer**
- 230.3.24. Following the agreement of the leadership structure and the inclusion of the post of Chief Operating Officer as the executive lead for Professional Services, the Chair of the selection panel for the post made a recommendation to the Court that the current post holder of the role of Interim COO is appointed to the role of Chief Operating Officer on a permanent basis.
- 230.3.25. The Chair of the selection panel updated members on the selection process to date, confirming shortlisting had been completed and those who had not been successful have been notified. Members noted that the three individuals shortlisted have been advised that the selection process is paused.
- 230.3.26. The Chair of the selection panel informed members that discussions regarding the role have taken place with the incoming VC and it is considered to be of benefit to the University to make the proposed appointment. The appointment of the current interim post holder will provide continuity and an opportunity for the incoming VC and the COO to commence work almost immediately with regards to the implementation of the leadership structure just considered by the Court.
- 230.3.27. Members noted that the proposal has been discussed with and is supported by the other members of the selection panel.
- 230.3.28. Members noted that the decision to pause the selection process and bring a recommendation for appointment to this meeting has been considered and approved on behalf of Nominations Committee and the Court by Chair's action (decision taken by the Deputy Chair in the absence of the Chair).
- 230.3.29. In response to a query from a member, the Chair to the selection panel confirmed that the Interim COO is one of the three individuals shortlisted and that the other two individuals have not been interviewed by the University. The Interim COO was interviewed as part of a competitive recruitment process for the interim position.
- 230.3.30. A member asserted that the University has had the opportunity to evaluate the suitability of the Interim COO for the post in the context of the University's activities over the past months and stated their support for the proposed appointment.
- 230.3.31. Members noted that the incoming VC has met the current interim post holder and supports the appointment.
- 230.3.32. The Chair called for a vote to ratify the decision taken by Chair's action to vary the selection process agreed by the Court for this post. Of the 17 governors present, 14 voted in favour, none against and 3 abstained. Only members of the Court are eligible to vote.
- 230.3.33. **RATIFIED** Members supported the decision, taken between meetings by Chair's action, to allow a recommendation to be made to Court at this meeting (subject to prior approval by the

Court at the same meeting of the proposed senior leadership structure) that the current post holder is appointed to the role on a permanent basis.

230.3.34. The Chair called for a vote by a show of hands on the recommendation that the current post holder of the role of Interim COO is appointed to the role of COO on a permanent basis. Of the 17 governors present, 14 voted in favour, none against and three abstained. Only members of the Court are eligible to vote.

230.3.35. **APPROVED** University to appoint the individual as the Chief Operating Officer, subject to acceptance of the offer of employment³.

230.4. INTERIM REPORT ON PRODUCTION OF THE ESTATES STRATEGY

230.4.1. Members received and considered an interim report on the production of the University's Estate Strategy (Document COG 180321B).

230.4.2. The Interim Dean gave a presentation on 'The Enabling Estate' Estates Strategy Transformation Project, which included:

- Strategy development programme (Court of Governors approval July 2018 and implementation August 2018)
- Proposal to run a condensed version of 'The Enabling Estate' workshop for members of Finance and Property Committee and the Court
- University of Westminster – background to the estate
- London is our campus – site summary
- Key objectives for the Estates strategy (estates costs; utilisation; student experience)
- Phase 2: commissioning further work (summarises how UEB proposes to achieve the key objectives)
- Operational estates activities to support the short-term student experience
- Estates costs: indication of annual reductions (total estimated Phase 1 reduction £5.2 million; not recognising the capital expenditure required to deliver those savings)

230.4.2.1. ACTION Clerk to circulate the PowerPoint presentation to members.

230.4.3. A member commented that the paper and presentation did not appear to be transformational in terms of where the University wants to be at the end of the strategy period. The Interim Dean explained that the interim report is intended to be the first phase of strategy development and that the next phase will provide options for the estate that are informed by the proposed commissioned work.

230.4.4. Members discussed the University's different locations and the facilities that might be focused in Harrow and/or in Central London.

230.4.5. Members heard from members of the executive that the University needs to achieve a financially sustainable estate in the short term as well as a much longer term view - to 2030 – that will be driven by the academic needs of the University rather than by what buildings the University has currently.

230.4.6. In response to a member's query, the Interim Dean outlined the rationale for holding 29 Marylebone Road. Members heard that the intention is to generate revenue from the building in due course and maximise the options for future use and growth rather than accept the anticipated 'book loss' on disposal.

230.4.7. A member emphasised the need to engage in discussions with Westminster City Council as a major stakeholder before agreeing to any disposal of assets.

³ **Clerk's post-meeting note:** Remuneration Committee agreed the salary for the permanent Chief Operating Officer role prior to an offer of employment being made.

- 230.4.8. **AGREED** The University will proceed with the Phase 2 actions outlined in the report (within the cost envelope allocated in the Transformation Plan budget 2017-2018).
- 230.4.9. **AGREED** The University will proceed with 'Business as Usual' and 'Continuous Innovation' (within the cost envelope allocated in the Estates Budget 2017-18).

230.4.10. **AGREED** A reduced version of the 'Enabling Estate Workshop' delivered for UEB will be delivered for the Court and Finance and Property Committee.

230.5. REGISTRATION WITH THE OFFICE FOR STUDENTS

- 230.5.1. Members received and considered a progress report on preparation for registration with the Office for Students (OfS).
- 230.5.2. Members noted that an action plan is in progress to respond to the recommendations of a recent audit of compliance with regulation overseen by the Competition and Markets Authority (CMA).
- 230.5.3. The Interim COO reported that the OfS is not providing a template or guidance in relation to institutional compensation and refunds policies; however, the OfS is content for collaboration in the sector and groups such as BUFDG (British Universities Finance Directors Group) and Universities UK are working on a common approach.
- 230.5.4. Members noted that the OfS will assess institutional submissions on a case by case basis and expect to see institutions working with the best intentions to achieve the best for students. The OfS will make an assessment for each institution of the future risk of a breach of conditions. The risk profile will not be published or shared with the provider and, whilst any conditions linked to registration will be published, the specific reasons for conditions being applied or any arrangements for enhanced monitoring will be confidential.
- 230.5.5. Members noted that there is no benefit to an early submission and that each institution will have a named contact at the OfS during the registration process.
- 230.5.6. The Interim COO reported that governing bodies are expected to approve the submission; however, this authority can be delegated.
- 230.5.7. The Interim COO highlighted the University's performance in the TEF and student satisfaction measures and informed members that the focus for OfS is expected to be on improvement plans and how the University is addressing under-performance in these areas to achieve the best outcomes for students. Members heard that the University intends to submit a revised five year forecast to HEFCE and referred back to earlier discussions regarding reductions in estate costs to improve financial sustainability and allow investment in improvements to the student experience.
- 230.5.8. The Interim COO recommended that the University makes a submission by 23 May 2018, with a response from the OfS then expected in September 2018, prior to the next UCAS deadline.
- 230.5.9. The Chair to the Court proposed that the Court delegates authority to the Audit Committee to agree the submission; however, the document will be circulated to all governors and all governors are expected to provide a comment (via the Clerk) for consideration by the Audit Committee during their deliberations.
- 230.5.10. **AGREED** The University will work towards a submission date of 23 May 2018.
- 230.5.11. **RESOLVED** Members delegate authority to the Audit Committee to approve the University's submission for registration with the OfS; such authority includes approval of subsidiary documents such as the student protection plan, the access and participation plan and the

self-assessment of compliance with CMA regulation and application of the HE Code of Governance.

230.6. MARKETING STRATEGY

230.6.1. Due to the absence of the Director, Communications, Recruitment and External Affairs, the Chair postponed consideration of the marketing strategy (Document COG 180321D) to the next meeting.

230.7. UNIVERSITY PERFORMANCE

Acting Vice-Chancellor's report

230.7.1. Members received and noted the Acting Vice-Chancellor's report (Document COG 180321F), which includes the monthly update on progress against the transformation plan and the transformation projects risk register.

230.7.2. The Acting VC summarised sector news including the impact of negative views of the sector on government policy; the appointment of Sam Gyimah as Minister for Universities; political pressure to reduce tuition fees and launch of the spending review; and the continuing focus on Vice-Chancellor and executive pay and benefits (compliance with the incoming HE Remuneration Code is linked to a condition of registration with the OfS).

230.7.3. The Acting VC briefed the Court on the dispute between UCU (the academic union) and UCEA (the collective representatives for university pay bargaining) in connection with changes to the USS pension scheme, and identified how the dispute may impact the University. Members noted that the University's branch of Unison (the professional services union) has elected new local representatives.

230.7.4. The Acting VC reported that the HR1 and consultation period for the remaining Professional Services staff reductions (150 FTEs) is drawing to a close and moving into the voluntary severance phase. Members noted that the University will progress to compulsory redundancies if sufficient reductions are not achieved through voluntary severance.

230.7.5. The Acting VC invited members to note recent staff and student achievements.

230.7.6. A member queried a comment in the report that stage 2 of the development of the Estates strategy will work on resolution of the question of consolidating the Harrow campus. The Acting VC explained that following comments from governors on the matter at the Court meeting in July 2017 UEB and Academic Council have considered and endorsed the academic case for centralisation of teaching in the West End; however a caveat to this support is the need to align any changes with the wider Estates strategy.

230.7.7. A staff governor welcomed the intention to discuss college structures with the new Heads of College in the summer and queried whether this could take place earlier. The Acting VC informed members that the University has made offers of employment for the three roles and is awaiting acceptances. Once the individuals are confirmed in post work will commence to ensure academic structures are in place by the end of July 2018.

230.7.8. The Chair to the Court welcomed the continuing positive engagement with HEFCE around the transformation plan and highlighted the positive message that the three outcomes received from HEFCE and highlighted in the Chair's report (refer to Minutes 230.2.3-5). Members noted that the Deputy Chair spoke earlier this week with the HEFCE Regional Consultant and provided assurance of the Court's engagement with the transformation plan.

Management accounts January 2018 and Quarter 2 forecast

- 230.7.9. Members received and noted management accounts for January 2018 and the Quarter 2 forecast (Document COG 180321E). The report covers Period 6 of the financial year 2017-18 and has been considered by UEB.
- 230.7.10. The Director of Finance reported that the Quarter 2 forecast is slightly improved from Quarter 1 due to student recruitment in January above the baseline target. The University is forecasting currently a deficit of £5.2m after restructuring costs.
- 230.7.11. Members noted that the majority of the contingency will not be required and has been released.

University key performance indicators

- 230.7.12. Members noted an update on progress against the University key performance indicators (KPIs) (Document COG 180321G). HR lead indicators had been considered by HR Committee and financial lead indicators by Finance and Property Committee.

230.8. UNIVERSITY BUDGET 2018-19 UPDATE REPORT

- 230.8.1. Members received and considered an update on the implementation of the budget planning process (Document COG 180214G), which has been considered by the Finance and Property Committee.
- 230.8.2. Members noted that the planning work for this budget has largely been completed through transformation plan activities.
- 230.8.3. The Interim COO reported that currently the 2018-19 budget shows a £12 million surplus before contingency for the impact of Brexit and requires budget holders to operate with the agreed resource envelopes. Members noted that the budget currently includes an increase of 2% on non-pay costs; however, the Interim COO and Director of Finance are reviewing non-pay costs and hope to achieve further savings in that area.
- 230.8.4. The Interim COO informed members that there remain challenges to be addressed from 2019-20 including potential for further reductions in student numbers, which the University intends to mitigate through efficiencies in the estate.
- 230.8.5. Members discussed demographic changes and the reported increase in the number of 18 year olds in 3-4 years' time. A member commented that the challenge for the University is how to take advantage of a larger market without additional pay costs.
- 230.8.6. Members noted that there is a need to achieve financial sustainability and generate a surplus to support investment to improve the student experience.

230.9. FEE PROPOSALS 2019-20

- 230.9.1. Members considered detailed proposals for 2019-20 fees and other related matters that may have a strategic impact (Document COG 180321I), which are recommended by Finance and Property Committee. The paper includes an addendum on research fees.
- 230.9.2. Members noted that as a quorum of independent governors was not present a decision could not be taken at this meeting. Members noted that the proposals require approval prior to the next meeting so that information can be published in a timely manner.
- 230.9.3. All members present expressed their support and approval of the proposals.

APPROVED

230.9.4. The Chair will seek comment from those members not present and take a decision on the proposals by Chair's action. The decision will be reported to the next meeting of the Court for ratification.

230.9.4.1. **ACTION Clerk** to circulate the proposals to absent members for comment.

230.10. EFFECTIVENESS REVIEW OUTCOMES REPORT

230.10.1. The Chair postponed this item to the next meeting as the outcomes report (Document COG 180321J) has not yet been produced.

230.11. DRAFT MINUTES, REMUNERATION COMMITTEE 21 FEBRUARY 2018

Confidential

230.11.1. The Chair asked University staff - with the exception of the Clerk to the Court and staff governors - to withdraw from the meeting for this item¹.

230.11.2. The remaining members present considered the draft minutes from the Remuneration Committee meeting held 21 February 2018 (Document COG 180321Riii).

230.11.3. [Redacted]

230.11.4. [Redacted]

230.12. TEACHING EXCELLENCE FRAMEWORK PILOT PROCESS SUMMARY

230.12.1. Members received a report on the internal element of the pilot process (Document COG 180321K).

230.13. COURT AND COMMITTEE MEMBERSHIP

230.13.1. Members received nominations for appointments for members of the Court and committees (Document COG 180321L), which are recommended by Nominations Committee.

230.13.2. **APPROVED** Mrs Christiana Bernard is appointed as an independent member of the Court for an initial three year term of office from 22 March 2018 to 21 March 2021. Mrs Bernard is appointed as a member of the HR Committee also with effect from 22 March 2018.

230.13.3. **APPROVED** Dame Karen Dunnell is re-appointed as an independent member of the Court for a final three year term of office from 27 November 2018 to 26 November 2021.

230.13.4. **APPROVED** Ms Kate McLeod is appointed as a non-governor member of the Finance and Property Committee for an initial three year term of office from 22 March 2018 to 21 March 2021.

230.13.5. **APPROVED** Proposed changes to committee membership and leadership to be implemented as recommended by the Nominations Committee.

230.14. HONORARY AWARD PROPOSALS

230.14.1. Members received nominations for receipt of honorary awards (Document COG 180321M), which are recommended by Nominations Committee.

230.14.2. **APPROVED** The following nominees will be invited to receive an honorary award from the University:

- Ms Mosunmola Abudu (D.Arts)
- Dr Majid Al-Saadi (D.Litt)

- Mr David Batchelor (Fellow)
- Mr Henry Blofeld OBE (D.Litt)
- Ms Gillian Bowen JP (D.Litt)
- Ms Angela Brady OBE (D.Litt)
- Ms Carrie Gracie (D.Litt)
- Mr Rob Hallett (D.Arts)
- Ms Ruth Hunt (D.Litt)
- Ms Joanna Lumley OBE (D.Litt)
- Mr Gerry Stone (D.Litt)

230.15. AUDIT COMMITTEE TERMS OF REFERENCE

230.15.1. Members received a proposal for updates to the Committee's terms of reference (Document COG 180321N), which is recommended by the Committee.

230.15.2. **APPROVED** Terms of reference to be amended, with immediate effect, to include an additional responsibility to "*oversee the institution's provision of information to the Office for Students (OfS) and the designated data body, including being notified of any requests for information as specified by the OfS/designated data body*".

230.16. MINUTES OF PREVIOUS MEETING AND MATTERS ARISING

230.16.1. **AGREED** The minutes of the Court of Governors meeting held on 14 February 2018 (Document COG 180321O) were agreed as an accurate record.

230.16.2. Members received and noted the summary of actions and matters arising from previous meetings (Document COG 180321P).

230.16.3. **Appointment of the Vice-Chancellor and President (Action 229.4.8.1):** The Clerk circulated the confidential paper outlining comparative salary information on the market position for salaries for Vice-Chancellors and comparative leadership roles in other sectors to governors by email on 22 February 2018.

230.17. MINUTES FROM PRECEDING COMMITTEE MEETINGS

230.17.1. Members received a report on the business conducted at meetings of the committees of the Court since the last meeting (Document COG 180321Q).

230.17.2. In addition to the summary of business, members received the following minutes (Document COG 180321R):

- i. Academic Council 7 February 2018
- ii. Nominations Committee 7 February 2018
- iii. Remuneration Committee 21 February 2018 (refer to Minute 230.11 above)
- iv. HR Committee 6 March 2018
- v. Finance and Property Committee 15 March 2018

230.17.3. Members noted that where matters considered by committees require discussion or decision by the Court they have been included on the agenda for this or a future meeting.

230.18. UNIVERSITY STRATEGY SHORT VERSION

230.18.1. Members received the short form strategy for publication on the University website (Document COG 180321S), which has been approved by UEB.

230.19. UWSU SUBVENTION BID AND STRATEGIC PLAN 2018-21

230.19.1. Members received the Students' Union strategic plan and subvention bid (Document COG 180321T), which has been received by Finance and Property Committee.

230.20. UWSU FINANCIAL STATEMENTS 2016-17

230.20.1. Members received and noted the Students' Union audited financial statements for the year ending 31 July 2017 (Document COG 180321U), which has been received by Finance and Property Committee.

230.21. PROCEDURE TO CONSENT TO EXEMPTIONS TO POST TERMINATION RESTRICTIONS

230.21.1. Members received and noted the procedure agreed by the Chair for exemptions to contractual post termination restrictions (Document COG 180321V).

230.22. STUDENT DISCIPLINARY REPORT - SUSPENSIONS AND EXCLUSIONS

230.22.1. Members received and noted the report on student suspensions and exclusions for the 2016-17 academic year (Document COG 180321W).

230.23. SCHEDULE OF BUSINESS 2017-18

230.23.1. Members received and noted the updated schedule of business (Document COG 180321X).

230.24. LFHE ROUNDTABLE NOTE – THE ROLE OF GOVERNING BODIES AND ACADEMIC GOVERNANCE

230.24.1. Members noted an overview of the roundtable event hosted by the Leadership Foundation for Higher Education on 20 February 2018⁴.

230.25. DATES OF FUTURE MEETINGS

230.25.1. 2017-18

Wednesday 6 June 2018 3.00pm
Wednesday 18 July 2018 3.30pm

2018-19

Wednesday 12 September 2018 12noon to 6pm (away day) – location tbc
Wednesday 3 October 2018 3.30pm
Wednesday 28 November 2018 3.30pm
Wednesday 20 March 2019 3.30pm
Wednesday 5 June 2019 3.30pm
Wednesday 17 July 2019 3.30pm

With the exception of the away day, all meetings take place in Room CH1.14 Cavendish House, 101 New Cavendish Street. Meetings may be preceded by briefings from 3.00pm.

230.25.2. Graduation ceremonies

Tuesday 17 April 2018 2.00pm St Marylebone Parish Church
Monday 9 July 2018 10.00am, 12.30pm and 3.00pm Royal Festival Hall
Tuesday 10 July 2018 10.00am, 12.30pm and 3.00pm Royal Festival Hall
Wednesday 11 July 2018 10.00am and 1.00pm at the Royal Festival Hall

⁴ <https://www.lfhe.ac.uk/en/governance-new/resource-bank/roundtable-notes/index.cfm>

Provisional Court and committees schedule 2019-20

230.25.3. Members received and noted a provisional schedule of meetings for the academic year 2019-20 (Document COG 180321Y).

230.26. ANY OTHER BUSINESS

230.26.1. Members did not raise any other matters for discussion.