

BOARD OF GOVERNORS

Friday, 18 July 2025, 08:30 – 14:00, Falmouth Campus

1.1 Present

Helen Owers (HO)	Chair of the Board of Governors
Julie Fielding (JF)	Senior Independent Member [Deputy Chair]
Iain Ellwood (IE)	Independent Member
Bob Fahy (BF)	Independent Member
Diane Grannell (DG)	Independent Member
Professor Ruth Heholt (RH)	Academic Staff Member
Professor Emma Hunt (EH)	Vice-Chancellor & Chief Executive
Mark Ricketts (MR)	Co-opted Professional Services Staff Member
Dr Tadhg Leane (TL)	Independent Member
Aisha Lord (AL)	Student Governor (SU Vice-President 2025-26)
Jadelle Luckman (JL)	Student Governor (SU President 2024-26)
David Smithers (DS)	Co-opted Technical Staff Member
Evelyn Timson (ET)	Independent Member
Fran Woodward (FW)	Independent Member

1.2 Servicing Officer

Robyn Wyatt (RW)	Head of Governance Services [Secretary]
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1.3 In attendance

Ben Bull (BB)	Head of Legal & Compliance [<i>Item 15 a</i>]
Professor Russell Crawford (RC)	Pro Vice-Chancellor, Academic Services [<i>Items 13, 15</i>]
Wayne Evans (WE)	Director of Planning & Business Intelligence Services [<i>Items 9 - 13</i>]
Simon Foster (SF)	Executive Director, Estates, Operations and Planning [<i>Item 13</i>]
David Harland (DH)	Senior Advisor, Financial Strategy
Rob Holmes (RH)	Executive Director, Finance, Audit and Risk [<i>Items 7-14</i>]
Christine Turton (CT)	Chief People Officer [<i>Item 13</i>]

1.4 Apologies

Cathrine Armour (CA)	Independent Member
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1.5 Noted: the Chair warmly welcomed Aisha Lord, recently elected Vice-President of the Students' Union for Falmouth University, who joined JL as a full member of the Board. Both AL and JL had Graduated on 16 July 2025, from BA(Hons) Popular Music and MA Music Business respectively, and were formally congratulated for completion of their studies with the University.

1.6 Noted: DH was in attendance in the capacity of Senior Advisor, Financial Strategy, as detailed within the Board memberships and vacancies paper [BG/25/065].

1.7 Noted: the Vice-Chancellor notified the Board that the Pro Vice-Chancellor: Research & Knowledge Exchange and Director of Marketing Engagement had sent apologies to the meeting, the reason for their leave of absence was explained and acknowledged.

OPENING ITEMS

- 2 Declaration of interests** (HO) [Verbal] ☐
- 2.1 Noted:** the Chair invited members to declare any conflicts or potential conflicts of interest related to the agenda or otherwise. It was highlighted that the latest iteration of the register had been included within the silent papers [BG/25/068], and that interests could be managed by members directly via the Board of Governors App. No further conflicts were declared.
- 3 Chair's report** (HO) [Verbal] ☐
- 3.1 Received:** to note, a verbal report from the Chair, which included: (1) positive reflections from the Graduation celebrations, which were attended by the Chair and many of the Board members, with the dedication of staff and vibrant, joyful atmosphere commended, and the diversity of the graduates celebrated; (2) an overview of the progress of the Committee of University Chairs (CUC) Steering Committee which was overseeing the review of the CUC Higher Education Code of Governance from the perspective of HO as a member of the Steering Committee; and (3) key lessons in relation to governance and internal control arising from the '[Investigation into financial oversight and decision making at the University of Dundee](#)', and assurance in relation to the University's processes against key findings.
- 4 Vice-Chancellor & Chief Executive's report** (EH) [BG/25/052] ☐
- 4.1 Received:** to note, the standing item report from the Vice-Chancellor & Chief Executive which included sector, national and local policy updates, University developments, news and successes, and a summary of the Vice-Chancellor's external advocacy activities. A supplementary briefing to the written report was provided.
- 4.2 Noted:** EH announced that the University had been successful in its application for [University Mental Health Charter](#) accreditation, joining 16 (at the time of the meeting) award holders across the sector, and being the first specialist creative institution to achieve the award. The news was under embargo until August 2025, with a communications plan in development to promote effectively. The Board praised all involved in securing this outcome, inclusive of JF and JL, who had contributed to the steering committee and application process. This award demonstrated the power of the University-wide commitment to supporting the mental health of the University community and strengthened the University's reputation.
- 4.3 Noted:** headlines from the recent National Student Survey results were highlighted: the University had improved or remained at the same level for all but one of the thematic question areas, with a small improvement to the 'Teaching on my course' Annual Plan Metric monitored by the Board. The Board would receive a fuller report on the NSS results in the autumn 2025 meeting enabling further exploration of key trends. This result provided external validation of maintenance and improvement of the student experience within a constrained financial envelope.
- 4.4 Noted:** EH praised staff for their efforts to ensure the smooth assessment, processing of results, and Assessment Boards, to enable the Graduation of students, and provided an overview of processes that underpin the conferment of qualifications and quality and standards of awards. Board members echoed this thanks, and provided positive feedback on the Graduation events attended on 17 July 2025.
- 4.5 Noted:** insight on recent policy developments was shared, including the Government's 2025 Spending Review, the Government's [Industrial Strategy](#), the Government's plans for the launch and roll-out of the Lifelong Learning Entitlement (LLE) in 2027, and Skills England's

[‘Sector evidence on the growth and skills offer’](#) report. The Falmouth-led Westminster launch of the [‘Creative Industries in the Great South West’](#) report (an output of a creative industries research project commissioned by the Great South West Creative Industries University Alliance) on 7 July 2025 was also highlighted. This had coincided with the launch of the Government’s Industrial Strategy, which had identified the creative industries one of the eight priority sectors.

- 4.6 Noted:** student and staff successes and industry awards were highlighted (annex to paper BG/25/052A), as was the progress with the application for Research Degree Awarding Powers, which was ready for submission at the earliest opportunity permitted by the Office for Students (OfS) (28 August 2025), with the University seeking confirmation from the OfS with respect of the timing of the scrutiny activity that would follow. A reminder of the scrutiny process was provided.
- 4.7 Noted:** with reference to the University’s Equality Act 2010 risks and the Supreme Court ruling action plan that was being tracked within the risk register, Audit & Risk Committee’s role in monitoring specific risks was discussed. It was highlighted the Committee did not ordinarily review specific risks in depth (risk-informed internal audits aside) and had scheduled a deeper discussion on risk appetite and key risks to monitor in depth in 2025/26.
- 4.8 Action:** Audit & Risk Committee to identify risks to monitor in depth in 2025/26. Secretary to ensure the risk register accurately captured those risks identified as monitored in depth by Audit & Risk Committee.
- 4.9 Noted:** the Chair and members echoed the Vice-Chancellor’s thanks to staff and Executive for all that had been accomplished in the past twelve months and highlighted that the information noted above and within the wider Vice-Chancellor’s report provided external validation of the University’s strong commitment to excellence, during an intense period of financial constraint and challenge across the sector.
- 4.10 Noted:** the Board reflected on challenges ahead, and importance of the University’s transformation programme in keeping ahead of significant changes in higher education, the creative industries and the wider socio-economic environment.

5 Students’ Union (SU) President’s report (JL) [BG/25/053] ☐

- 5.1 Received:** to note, the standing item report from the student-elected SU Presidents for Falmouth University. The report included: Students’ Union (SU) updates, SU Awards, SU presence at Nexus (the University’s all staff development event), SU Falmouth Campus café extended opening hours pilot, Student Forum proposals, and a range of other SU activities and developments. A supplementary briefing to the written report was provided.
- 5.2 Noted:** the positive change to having a President and Vice-President for Falmouth University was emphasised from the perspective of JL and AL, who were working collaboratively to cover student priorities, each with their own distinct portfolio for the coming year.
- 5.3 Noted:** the opportunity to present to staff in the Nexus event was highlighted positively by JL, which had opened doors to closer partnership working with staff.
- 5.4 Noted:** the extended opening of the Falmouth Campus café would be piloted for an additional period into the 2025/26 year to test demand at this peak point of the year. The Board supported the SU’s continued focus on parity of experience on the Falmouth Campus.

- 5.5 Noted:** challenges linked to changes to local bus provision were highlighted as a key area of concern for students, which had been impacting students' ability to attend campus (reduction to service and significant increase to price). JL highlighted the SU's work to support students through this challenge, including engagement with FX Plus and the University to explore solutions in the short and long term.
- 5.6 Noted:** the Board discussed multi-faceted issues with bus transport in Cornwall, and how the recent changes were negatively impacting people and education providers across the county. Alternative transport options were discussed, including the train and e-bikes, however the uphill walk to Penryn Campus from the station and lack of safe cycle paths were persistent barriers. The University and FX Plus were collaborating with the SU and engaging with local stakeholders on this important issue.
- 5.7 Noted:** the Chair thanked the Presidents for a strong report and proactive work to support the student experience.
- 6 Minutes** (HO) [BG/25/054] ☒
- 6.1 Approved:** the minutes of the meeting held on 16 May 2025, as an accurate record of the meeting. It was highlighted that the minutes remained confidential until publication.
- 7 Matters arising** (RW) [BG/25/055] ☐
- 7.1 Received:** to note, the standing item report on matters arising from previous meetings. Of the 18 actions, 5 were confirmed as complete, and members were satisfied with the updates provided within the report for the remaining 13 open actions.
- 7 a) Effectiveness review implementation update** (RW) [BG/25/055A] ☐
- 7.2 Received:** to note, the report on progress against the agreed actions following the cyclical independent review of governance effectiveness, which had been conducted by Halpin. 77% of the actions monitored by the Board of Governors had been closed satisfactorily. The report included key points of progress and key priorities in the coming months.
- 7.3 Noted:** members commented positively on progress. It was confirmed that Halpin would conduct their independent impact review at the end of September 2025, with the outcomes reported to the next meeting of the Board of Governors.

REPORTS

- 8 Finance reports**
- a) Budget update** (RH) [BG/25/056] ☐
- 8.1 Received:** to note, the standing item budget update which provided an overview of performance against budget and the latest forecast outturn for the financial year ending 31 July 2025. The paper included key variances and updates on contingency allocation, strategic investment fund spend, and delivery of savings targets.
- 8.2 Noted:** the University remained on track to deliver a small surplus for financial year 2024/25, with all financial KPIs and bank covenants on track to be achieved, £3m savings achieved, and diminishing financial risks in the final weeks of the financial year.
- 8.3 Noted:** the latest forecast surplus was £441k, attributed to responsible budget management and underspend against allocated budgets. The Board discussed practicalities and restrictions linked to reducing the forecast surplus to absolute minimum through strategic investment and

accelerated expenditure. Options in this regard were explored, with the Board encouraging minimisation of surplus as far as practicable while cautioning against frivolous expenditure.

b) Treasury management report (RH) [BG/25/057] ☐

8.4 Received: to note, the standing item report on treasury management which provided the latest cash flow position for 2024/25 and cash flow forecast for 2025/26. No matters of concern related to cash flow, which had remained marginally better than forecast throughout the year, were raised to the Board.

8.5 Noted: an overview of treasury management policy developments, cash holding principles, and positive assurance in relation to the lessons arising from the University of Dundee (see 2.1) in relation to the University's treasury management practices was provided.

9 Student recruitment planning report (MR/WE) [BG/25/058] ☐

9.1 Received: to note, the standing item report on student recruitment planning, which set out: (1) the student recruitment position for on campus and online provision, including the enrolment position for the May 2025 online intake; (2) Clearing information and approach; (3) ongoing activity to maximise conversion of student applications to acceptances for the September 2025 intake; (4) outreach and marketing activity in readiness for 2026 cycle; (5) DataHE project to evaluate the University's courses and inform course development activities; and (6) Academic Board-approved adjustments to admissions entry requirements and undergraduate tariff strategy.

9.2 Noted: MR provided an overview of the DataHE project, the outputs of which included: [Redacted]. The Board discussed the scope and outputs of the project, including in particular:

1. [Redacted]
2. [Redacted]
3. opportunity to capture lessons from DataHE's approach to inform developments to the University's business as usual course development processes.

9.3 Noted: the Board welcomed the detailed external insight that would be gained from this project, and also welcomed confirmation that alignment with the Government's Industrial Strategy was a key lens within this work.

9.4 Noted: WE presented the daily Clearing and recruitment dashboards, and highlighted key movements between the time of the distribution of the papers and the time of the meeting, which were minor in nature. Undergraduate on campus recruitment had remained at [Redacted] compared with the same point in the previous year, as predicted in March. Clearing had been open for two weeks, with the dashboard showing a [Redacted] increase compared with the same point in the previous year at this early stage of the Clearing cycle. It was confirmed that it was reasonable to expect [Redacted] students through Clearing, if aligned with previous years.

9.5 Noted: it was confirmed that the budget for 2025/26 reflected [Redacted]% undergraduate on campus but had not included upsides from higher recruitment performance for other categories of student. The [Redacted]% was therefore cautious in nature, giving flexibility for any unforeseen decline in enrolments across all categories of students, and with potential for financial upsides. This would be confirmed at the enrolment census point in October 2025.

DECISIONS

10 Student tuition fees (RH) [BG/25/059] ☒

- 10.1 Received:** to approve, the annual proposal for student tuition fee levels for the forthcoming cycle, 2026/27. The paper outlined proposed fees for all modes of study and (where applicable) home and international students, as recommended by University Executive Board.
- 10.2 Noted:** in alignment with benchmarking and market conditions, increases to: (1) on campus undergraduate international fees, (2) on campus postgraduate home and international fees, and (3) on campus research were proposed. No changes to on campus undergraduate home fees (which remained at the maximum permitted by Government), or online fees were proposed. The rationale for the proposed changes (or no change) was introduced and considered.
- 10.3 Noted:** the Board discussed the likelihood of an increase to the Government cap for on campus undergraduate home tuition fees, and it was confirmed that there was no change assumed in the 2025/26 budget [BG/25/060] or latest draft five-year plan, with an increase to the cap documented as a potential financial upside within the period.
- 10.4 Approved:** the student tuition fee levels as proposed.

11 Business plan 2025/26 (RH) [BG/25/060] ☒

- 11.1 Received:** to approve, the latest iteration of the business plan which focussed on the 2025/26 financial year, with indicative forecasts provided for the remainder of the five-year period. The detailed five-year plan would follow in November 2025 (post-enrolment review) for approval ahead of submission to the Office for Students in December 2025.
- 11.2 Noted:** the plan provided the latest budget for 2025/26 following the UCAS 'decline by default' recruitment milestone and closure of the University's voluntary severance scheme. The plan reflected feedback from Resources Committee on 18 June 2025. The 2025/26 plan reflected reduced income (in alignment with the latest student recruitment forecast) and expenditure, and targeted a marginal surplus at year-end with *[Redacted]* savings target. The Executive had been undertaking a detailed saving identification exercise and expressed confidence in respect of the achievement of the savings target without significant negative impact on core delivery. The Board aired concern about the impact of recurrent year-on-year saving targets, with reducing scope to trim back budgets without impact on core delivery. The importance of the strategic transformation and effectiveness of marketing and student recruitment activity in readiness for the 2026 entry was emphasised.
- 11.3 Noted:** it was confirmed that: enhanced market intelligence, post-enrolment review, strategic transformation programme progress, and the new student number scenario planning tool (see 11.6) would be used to refine realistic student number targets for the remainder of the five-year period, which would be included within the full five-year business plan in the November 2025 meeting.
- 11.4 Noted:** assurances were provided in relation to the strength of the University's financial position relative to the sector with reference to a recent London Economics report '[The state of the UK higher education sector's finances](#)', key points within which were discussed. For example, in relation to liquidity days, 20% of HEIs (24 of 118) were reported to have less than 30 days of liquidity in 2023/24, with 17 providers posting zero liquidity days - the University's liquidity days were forecast to be above 140 days at the 2024/25 year end. The plan targets maintenance of a robust cash position to ensure financial stability.
- 11.5 Approved:** the business plan for 2025/26, as presented.

11 a) New student number scenario planning tool (WE) [Presentation] ☐

- 11.6 Received:** to note, a demonstration of a new student number scenario planning tool, the development of which had been encouraged by the Board. The new tool enabled real-time conversion of student numbers (with all of the nuances that come with different modes of study, fee statuses, conversion data, and progression routes) into accurate tuition fee income forecasts.
- 11.7 Noted:** the tool enabled automated modelling of an extensive range of growth and decline scenarios, showing the impact on the University's overall financial position. A range of different scenarios were demonstrated. The Executive were actively exploring the underpinning scenarios for the November 2025 five-year business plan.
- 11.8 Noted:** the Board agreed that the tool was a positive development, that supported strategic planning and agility by allowing live exploration of different recruitment strategies with greater accuracy than previously possible. It was confirmed that the tool would also support the development of the recruitment planning report to better show the financial impact of recruitment performance for different categories of student (Board action 14.6).
- 12 Strategic transformation blueprints and roadmap (MR) [BG/25/061] ☒**
for on campus, online, and on demand
- 12.1 Received:** to endorse, the latest version of the strategic transformation blueprints and roadmap for the University's three core business units: on campus, online and on demand. This included the proposed allocation of the Strategic Investment Fund in 2025/26. The paper reflected feedback from Resources Committee on 18 June 2025. A supplementary briefing was provided, that outlined key elements of the plans and key points of difference that would be achieved through the plans in the short and medium term (September 2025 and July 2027).
- 12.3 Noted:** it was highlighted that the Strategic Investment Fund had been renamed to the Transformation Investment Fund. Proposed budget allocations in 2025/26, aligned with the envelope approved within the business plan [BG/25/060] were outlined.
- 12.4 Noted:** it was highlighted that there was necessary flexibility and agility within the plans for in-year adjustments and to enable response to new opportunities and threats.
- 12.5 Endorsed:** the strategic transformation blueprints and roadmap for on campus, online, and on demand for implementation.

THE BOARD ADJOURNED FOR A SCHEDULED 10-MINUTE COMFORT BREAK

WORKSHOP

- 13 Strategy workshop: (EH) [BG/25/062] ☐**
The interplay between optimism and anxiety
- 13.1 Received:** to note, an introduction to the strategic provocations for the workshop with a selection of information sources to support members' preparation for the discussion. The intent of the workshop was to enable a deeper strategic discussion, and the meeting time had been extended to enable the workshop. A supplementary briefing to the paper was provided.
- 13.2 Noted:** the theme of the workshop was the interplay between optimism and anxiety, with the task of the groups to identify and feedback on one strategic priority within each of the following areas, which built on the business units (on campus, online, on demand) that were developed from the Board's 2024 strategy workshop: (1) en pointe (legal and regulatory compliance, good governance and control); (2) on the rocks (de-prioritise, do differently, significant threats); and (3) on the lookout – optimism and anxiety (opportunities and threats

on the horizon). Groups were encouraged to explore the potential impact of accelerating or decelerating each identified priority through their discussion.

13 a) Break out discussion – three groups (All) [Verbal] ☐

13.3 Noted: the Board and attendees split into three pre-determined breakout groups which balanced categories of membership to discuss the provocations and strategic priorities for 1-hour, with the Vice-Chancellor spending 20-minutes with each group. Each group was convened by a member of the Executive: RC, SF and CT.

THE BOARD ADJOURNED FOR 30-MINUTES FOR LUNCH

13 b) Group convener feedback and discussion (RC, SF, CT) [Verbal] ☐

13.4 Noted: the group conveners provided feedback on behalf of their group, following which the Chair invited feedback and discussion of emergent themes. Everyone in attendance shared their individual reflections in turn. The workshop outputs were separately recorded in paper [BG/25/072A].

13 c) Closing remarks (EH/HO) [Verbal] ☐

13.5 Noted: the Vice-Chancellor and Chair thanked all participants for their active engagement with the workshop and highlighted the value of the creation of space for deeper strategic discussion. The workshop had enabled exploration of a number of significant themes that were currently being debated across the sector (including but not limited to financial sustainability, shared services, franchise partnerships, and changing demand for higher education) alongside challenges and opportunities unique to Falmouth University.

13.6 Noted: the need for strategic agility to achieve dynamic stability in the current climate was highlighted, as well as the importance of retaining focus on the student experience, student outcomes, and values-alignment as key lenses to underpin decision making.

13.7 Noted: the Board encouraged that the Executive continued to harness opportunities to automate and redesign to increase efficiency and effectiveness – business as usual, but different.

13.8 Noted: the Board discussed the different challenges presented by growth and contraction, highlighting that a number of significant strategic challenges that were acute when the University's on campus numbers were expanding, for example, the availability student accommodation, have changed significantly with the shift in demand. The Board explored the nuances of the 'right size' for each business unit.

13.9 Noted: key topics to be explored in further depth in 2025/26: [Redacted]

13.10 Noted: no new areas of focus were identified through the workshop. The next step was a strategic prioritisation exercise – with the Board emphasising the importance of ensuring that activities were taken off the table to enable due focus on identified priorities.

13.11 Action: Chair, Vice-Chancellor & Secretary to meet to agree approach to factoring workshop themes into the 2025/26 cycle of business.

13.12 Action: Vice-Chancellor to develop strategic priorities discussion paper.

SUB-COMMITTEE AND ACADEMIC ASSURANCE REPORTS

14 Audit & Risk Committee Chair's report (DG) [Verbal] ☐

14.1 Received: to note, a report on key matters from the Audit & Risk Committee meeting held on 10 July 2025 by the Chair of Audit & Risk Committee. The report was supported by the written summary provided in agenda item 18 [BG/25/067], with recent internal audit outcomes and internal audit insight briefings (inclusive of an export control risk briefing which the Committee requested to be added to the risk register), the approval of the external audit plan, the recommendation of the appointment of the internal auditor, and an action related to identification of risks to monitor in depth by Audit & Risk Committee highlighted. DG also highlighted the Committee's reflections on its effectiveness, which had been considered in the last meeting of the academic year and had not resulted in significant changes for the 2025/26 cycle.

14 a) Internal auditor appointment (DG) [BG/25/063] ☒

14.2 Received: to approve, a proposal for the appointment of TIAA as the University's internal auditor from 2025/26, as recommended by Audit & Risk Committee.

14.3 Noted: DG provided an overview of the invitation to tender process and interviews for providers of internal audit services, as well as the rationale for the subsequent recommendation of the appointment of TIAA.

14.4 Approved: the appointment of TIAA as the University's internal auditor from 2025/26.

14.5 Noted: Uniac had served as the University's internal auditor since 2013/14. The Board recorded thanks to Uniac for their service to the University which had aided the continuous improvement of the internal control environment.

15 Academic Assurance: Academic Board report (TL) [Verbal] ☐

15.1 Received: to note, the standing item report on key matters from the Academic Board meeting held on 2 July 2025 by the link independent member for Academic Board. The draft minutes were included in full within agenda item 18 [BG/25/067] as supporting information for the verbal report.

15.2 Noted: it was highlighted that: (1) Academic Board had a robust discussion about entry tariffs in its previous meeting, which had fed into the information provided under item 9, an overview of the discussion was provided; (2) the Office of the Independent Adjudicator (OIA) report had provided external assurance in relation to the number of complaints, which were trending positively; and (3) positive culture evident from TLs observations of Academic Board through the year, with the University performing well academically, despite significant challenges. It was noted that several other items discussed in Academic Board were included as items on the Board's agenda and so were not repeated.

15.3 Noted: the Chair highlighted the importance of the Board receiving and testing assurance that academic governance was effective, and thanked TL for his useful summaries which were helpful in this regard.

15 a) Freedom of Speech Policy and Code of Practice (RC/BB)[BG/25/062] ☒

15.4 Received: to approve, the University's new Freedom of Information and Lawful Assembly Policy, and to note, the final draft of the supporting Code of Practice which was in the process of being finalised ahead of publication (alongside the policy) on the University's website [here](#).

15.5 Noted: the paper detailed the process of reviewing the University's policy in readiness for the implementation of the Higher Education (Freedom of Speech) Act 2023 and in alignment with recent (June 2025) regulatory guidance for upholding lawful free speech. This included an

overview of internal legal advice, key outcomes of the policy consultation drop-in sessions, which had been well attended, and next steps.

15.6 Noted: it was acknowledged that this was a complex, fast-developing area of legislation, with links to other legal obligations, debate ongoing across the sector regarding best practice, and case law likely to develop and inform recommended policy and practice going forward. It was therefore supported that the review period for the policy to be set initially as one year, to be brought forward if required.

15.6 Approved: the Freedom of Speech and Lawful Assembly Policy for publication, as presented.

16 Board membership and vacancies report (HO) [BG/25/065] ☐

16.1 Received: to note, the standing item report on Board membership and vacancies, which included: the table of membership and vacancies, Board diversity data, an overview of the outcomes of the recent independent member recruitment campaign, and an overview of annual Board appraisal arrangements.

16.2 Noted: it was highlighted that following the recruitment campaign, led by external search firm Nurole, three candidates had progressed to a second interview which would take place in September 2025. The quality of the applications was high, with seven candidates invited to attend the initial online interview with a panel of Nominations Committee members. Independent members would receive any recommendations with respect to the appointment of new independent members by circulation in September 2025, subject to the outcomes of the interviews. There were two vacancies on the Board from 1 August 2025.

INFORMATION (SILENT)

17 Strategic and corporate compliance risk report	[BG/25/066]	<input type="checkbox"/>
a) Academic partnership risk assurance statement	[BG/25/066A]	<input type="checkbox"/>
18 Sub-committee reports	[BG/25/067]	<input type="checkbox"/>
a) Audit & Risk Committee, 10 July 2025		
b) Academic Board, 2 July 2025		
c) Resources Committee, 18 June 2025		
19 Register of interests	[BG/25/068]	<input type="checkbox"/>
20 Calendar of meeting dates	[BG/25/069]	<input type="checkbox"/>

ANY OTHER BUSINESS

21 Closing remarks (HO) [Verbal] ☐

21.2 Noted: the meeting marked the end of the term of office for Julie Fielding. The Chair and Vice-Chancellor expressed their sincere gratitude to Julie for her outstanding and dedicated service as Deputy Chair and Senior Independent Member. They commended her care, commitment and unwavering integrity, which had positively impacted the University in many ways. Julie would continue to contribute to the University's governance as an Independent Co-opted Member of Audit & Risk Committee.

21.1 Noted: the Chair thanked members for their thoughtful contributions to the meeting and active engagement throughout 2024/25, and wished all a restful summer break.

22 Date, time and location of the next meeting:

22 a) Friday 21 November 2025, 10.00-13.00, Penryn Campus

CLOSED BOARD SESSION

All members and the Secretary attended an un-minuted closed Board session immediately after the meeting, which focussed on Board and meeting effectiveness, and performance against the standards set out in the Team Charter. The session also provided members with prompts to support their preparation for the annual Board appraisal sessions which would take place in August and September 2025.