

AGENDA

The meeting will be held at 09:30 in G05 Old Broadcasting House, City Campus

PRELIMINARY ITEMS		Item	Led by
1	Declarations of interest	Verbal	D Lowen
2	Minutes of the last meeting on 19 May 2023	HEC-2223-064 CONFIDENTIAL	D Lowen
3	Matters arising	HEC-2223-065 CONFIDENTIAL	K Harvey
4	Chair's Action – <i>nothing to report</i>		
STRATEGIC MATTERS		Item	Led by
5	Chair's Report	Verbal	D Lowen
6	Vice Chancellor's Report	HEC-2223-066 CONFIDENTIAL	Professor P Slee
7	Strategic Planning Framework – progress update	Included within the Vice Chancellor's Report	Professor P Slee
REPORTS FROM COMMITTEES		Item	Led by
8	Report of the Finance, Staffing & Resources Committee – 30 June 2023	HEC-2223-068 CONFIDENTIAL	A Gay
9	Report of the Audit Committee – 23 June 2023	HEC-2223-069 CONFIDENTIAL	M Barkley
10	Report of the Governance & Nominations Committee – 09 June 2023	HEC-2223-070 CONFIDENTIAL	Dr A West
11	Report of the Chairs' Committee – 26 June 2023	Verbal	D Lowen

Refreshment Break

EXCELLENT ACADEMIC OUTCOMES, RESEARCH AND INNOVATION		Item	Led by
12	Report of the Academic Board – 04 July 2023	HEC-2223-071 CONFIDENTIAL	Professor P Slee
13	Academic Assurance Report	HEC-2223-072 CONFIDENTIAL	Professor P Cardew
14	Research Strategy Update	HEC-2223-073 CONFIDENTIAL	Professor S Machold
15	Students' Union Report	HEC-2223-074	D Dev
16	Student Code of Conduct	HEC-2223-075	C Thomas
SUSTAINABLE RESOURCES		Item	Led by
17	Financial and Capital Expenditure Update	HEC-2223-076 CONFIDENTIAL	P Harrison
18	Student Recruitment Update	HEC-2223-077 CONFIDENTIAL	Dr D Ashton
19	Approval of non-regulated tuition fees 2024/25	HEC-2223-078 CONFIDENTIAL	Dr D Ashton
20	Approval of Annual Revenue & Capital Budgets 2023/24	HEC-2223-079 CONFIDENTIAL	P Harrison
GOVERNANCE & COMPLIANCE		Item	Led by
21	Board and Committee Memberships 2023/24	HEC-2223-080 CONFIDENTIAL	C Thomas
22	Operating Framework for Senior Staff Remuneration Reviews 2022/23	HEC-2223-081 CONFIDENTIAL	C Cartwright
23	Appointment of Clerk to the Governors	HEC-2223-082 CONFIDENTIAL	T Lancaster
24	OfS Regulatory Update	HEC-2223-083 CONFIDENTIAL	C Thomas

DRAFT

25 Safety, Health & Wellbeing Update HEC-2223-084 T Lancaster
CONFIDENTIAL

OTHER BUSINESS		Item	Led by
26 *	Schedule of Business 2022/23	HEC-2223-085	K Harvey
27	Draft Schedule of Board and Committee Meetings 2023/24	HEC-2223-086	K Harvey
28 *	Draft Schedule of Business 2023/24	HEC-2223-087	K Harvey
29	Any Other Business	Verbal	D Lowen
	<ul style="list-style-type: none">• Presentation to the Chair		Professor P Slee

Details of next meeting:

The next meeting of the Board will be the away day on Friday 06 October 2023, timing to be confirmed in Old Broadcasting House

Shaded items indicate that the Board is being asked to make a decision.

**Starred items will be taken without discussion unless a member notifies the Chair or Secretary in advance that she or he wishes the item to be open for debate*



Students' Union Report

Purpose of Report

This report is to summarise the work undertaken by the Students' Union and inform the Board of key issues and developments.

Action Requested

The report is **for information and to note**

Key Issues

This report provides an overview of the current work and activity of the Students' Union. Key issues to note:

- Priorities of the new student officer team
- Update on student engagement & democracy review
- Impact of the Marking & Assessment Boycott
- AI and academic integrity
- Renters' Reform Bill

Author

Name: Neil Mackenzie, SU Chief Executive

Date: 6.7.23

Approval Route

Name: Dhruv Dev, SU President

Date: 6.7.23

Students' Union Report

Introduction

1. The focus of the work of the SU is currently on the induction of the new officer team. They are developing their priorities and objectives for the year and will present on these at the end of the summer. Planning is also well underway for the welcome programme for new students in September, building on the success of the previous year and seeking to create more opportunities for all students to find friends and develop a sense of belonging at Beckett.
2. This report outlines the emerging priorities of the officer team, updates on the Students' Union's democracy & engagement review and provides an overview of key issues for students since the last meeting of the Board.

Priorities of the new officer team

3. The new Student Executive Officers took up their roles on 1st July and are now undertaking their induction training.
4. During their initial training the new officer team have identified priorities around creating a sense of belonging for all students at the University and on improving the careers and employability opportunities available to students. Work is underway to further define these priorities and ensure that they are connected into key projects that are underway across the University.
5. As all of the students that have been elected in 2023/24 are international students there is a keen awareness that the Students' Union will need to redouble its efforts to ensure that home students feel heard and represented in the year ahead, while also progressing on the manifestos of those that were successful in the elections. As such, the new officer team are working on regular and diverse opportunities and events for students to share their opinions across the University. This will include a 'question of the week' during term time, which will be a focus for elected officers and staff in their interactions with students face to face and via social media. The relevant results and feedback from this work will be shared in future updates to the Board.

Developing a new approach to Student Engagement in 2023/24

6. As was presented at the last meeting of the Governance & Nominations Committee the Students' Union has embarked upon a major strategic project to develop a new approach to student engagement and decision making. This project is intended to redesign the way the Students' Union works in the future and underpin its future development. Our work will be aligned with the 'civic development' of students, clearly linked to the civic vision of the University as an anchor institution.

7. We have appointed TPX Impact as consultants to support this work, and the research will take place across the Autumn term, with a report planned for early in January 2024. The Board of Governors (through the Governance & Nominations Committee) have been identified as key stakeholders in this project and members will be invited to take part in the initial stakeholder workshops over the coming months. Any Governors with a particular interest in this project can register their interest with the SU and we will endeavour to include them in the stakeholder work.

Key issues since the last SU report

8. **Marking & Assessment Boycott impact:** A number of students have contacted the Students' Union advice team regarding the potential impact of the marking and assessment boycott. As a result we arranged a meeting with the Deputy VC – Academic to discuss the questions that we had received, the approach the University was taking and how to effectively communicate with students. The SU team have been reassured by this meeting and agree that the University is taking a clear and proactive approach. Where there have been specific concerns, in a small number of programmes, we were reassured by the information shared by the University and we are confident with the actions being taken.
9. Some students are continuing to contact the SU regarding this matter, but these are students that are concerned about the potential impact on them (generally based on media stories relating to other universities) rather than individuals facing difficulties as a result of action being taken at Leeds Beckett.
10. **AI and academic integrity:** this issue has seen a significant level of casework for the advice team, and is an issue across the higher education sector. In general, the SU is supportive of the approach that has been adopted by the University. This is pragmatic, rather than punitive, and has been clearly communicated at each stage. There are a small number of students that are reporting that their work is being flagged by online tools incorrectly, and we continue to work with them and support them to have their case heard by their departments. Again, the Deputy VC – Academic has been supportive and open in his communication on this issue which has supported the team to communicate effectively with students.
11. **Renters Reform Bill:** lobbying continues on this important piece of legislation, designed to improve the rights of tenants. Significant lobbying has been undertaken by landlord groups around the need to exclude student tenants from some of the key provisions. Many of these objections are presented as being in the student interest, but the student movement is concerned that it will leave students with fewer rights and less secure tenancies than others. The SU has been in contact with the NUS and the APPG for students on this issue.

Student Code of Conduct

Purpose of Report

To provide updates and revisions to the Code to ensure that it meets the needs of the University and its students. At its meeting on 4 July, the Academic Board confirmed its approval of the proposed changes and recommended them to the Board of Governors.

Action Requested

The report is **for decision**

Key Issues

In summary, the proposed changes are:

- Following a case review this year, a new section has been added to the Student Code of Conduct at paragraph 4 to clarify how the University will proceed in cases where students or members of staff have experienced misconduct. Additional guidance is currently being prepared to support those looking into misconduct allegations.
- A new Annex is proposed to support the alignment of processes for managing cases of student misconduct that arise in the Athletic Union with the Student Code of Conduct. This is part of a range of measures recommended following the review of the culture of the Athletic Union.
- The Code has been updated to make reference to our freedom of speech obligations in advance of more detailed guidance awaited from the OfS.

Legal / Regulatory Implications

In accordance with Paragraph 61 of the Articles of Government, the Board of Governors is responsible for approving the Student Code of Discipline.

Appendices

Appendix A - Student Code of Conduct 2023/24

Appendix B – Annex C to the Student Code of Conduct 2023/24

Author

Name: Kathryn Giddings, Student Casework Manager

Date: 07 July 2023

Approval Route

Name: Alison Kennell, Deputy Secretary

Date: 07 July 2023



STUDENT CODE OF ~~BEHAVIOUR~~ CONDUCT

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STUDENT CODE OF CONDUCT

The University is committed to providing a high-quality learning and teaching experience for all students. This can only be achieved if members of the University community live and work beside each other in an environment which promotes respect.

We expect our students to conduct themselves at all times in a manner which demonstrates respect for the University, its students and staff, and members of the wider community and in ways that are responsible and considerate as we work to sustain a supportive, safe, inclusive community for active learning and the building of skills for life.

The [Leeds Beckett Student Charter](#) sets out how we can all work together to understand and fulfil our commitments and reciprocal expectations of one. Every student is an ambassador for the University and is expected to behave in a way that enhances its reputation.

In becoming a member of Leeds Beckett community students are expected to:

- Act with academic integrity
- Listen to and respect the differing perspectives of those from different cultures and backgrounds
- Work together within a positive collaborative learning and working environment, wherever and however, they engage
- Take care with our personal and professional identity, particularly in social and digital interactions and recognise the impact those interactions may have on others.

The aim of the Code is to provide a framework in which we can work with students to maintain satisfactory standards of conduct and to encourage improvement where necessary.

This code applies to all registered students of the University, both undergraduate and postgraduate. Students on placement are bound by this code and by the placement employer's rules on conduct.

Basis of authority

This code has been created in accordance with the University's Articles of Government and forms part of every student's contract with the University.

Article 61 requires the Board of Governors, after consultation with the Academic Board and representatives of the students, to make rules with respect to the conduct of students, including procedures for suspension and expulsion.

According to Article 4 (g), the Vice Chancellor is responsible for the maintenance of student discipline within the rules and procedures provided for within the Articles. In particular it is the Vice Chancellor's responsibility to suspend or expel students on misconduct grounds and to implement decisions.

Under this code, the Vice Chancellor may delegate authority to act on misconduct matters to

nominated members of University staff.

Relevant policies, codes and regulations

The University policies and procedures that relate to student misconduct are:

- Student Code of Conduct
- Fitness to Practise Policy and Procedure
- Fitness to Study Policy and Procedure
- Leeds Beckett University Student Charter
- Social Media Policy
- ~~Violence at Leeds Beckett University: a Policy Statement~~
- Code of Practice on Freedom of Speech
- ~~Preventing and Addressing Bullying, Harassment and Sexual Misconduct Policy~~
- ~~Dignity at Work and Study Policy~~

They are all available at: <http://www.leedsbeckett.ac.uk/public-information/student-regulations/>. There may be some overlap between this code and other University policies, procedures and academic regulations that refer to expected standards of behaviour.

From time to time the University adopts new or amended policies, codes and regulations. All students of the University have a responsibility to make themselves familiar with those which have a bearing on their conduct as students of the University and will be alerted to these expectations each year as part of their enrolment.

Copies of this code and other University regulations are available from the Student Casework team in the University Registrar & Secretary's Office: casework@leedsbeckett.ac.uk and online at: www.leedsbeckett.ac.uk/studentregs.

Principles

All students who go through any conduct investigation or process can expect the University to act in accordance with the following principles:

- i. The code operates in accordance with the principles of natural justice. Students will have the right to a fair hearing, with the opportunity to submit evidence, present their case and the right to appeal.
- ii. The code is not a legal process and does not seek to replicate a legal approach to matters of student conduct.
- iii. Where one student makes an allegation against another, the University's duty of care to all of its students continues to apply and both will be treated fairly and equitably.
- iv. The investigation and consideration of allegations of misconduct will be conducted by trained members of staff with no prior involvement in the matters under consideration.
- v. [Investigations will take due regard of the University's obligation to promote](#)

[freedom of speech within the law.](#)

- ~~iv~~.vi. The standard of proof in finding an allegation of misconduct is on the balance of probabilities. This means that, on the basis of the evidence available, it is more likely than not that misconduct has occurred which is contrary to this code.
- ~~v~~.vii. Where misconduct is found to have occurred, outcomes will be proportionate, reasonable and appropriate to the circumstances.
- ~~vi~~.viii. Any student who is the subject of misconduct proceedings is encouraged to seek independent advice from the Students' Union Advice Service. Additional support is available from the University's Student Wellbeing team.
- ~~vii~~.ix. Students have the right to be represented in misconduct proceedings by a friend, relative or Students' Union representative.
- ~~viii~~.x. Requests for representation by a lawyer or other paid adviser will be considered on a case by case basis and must be submitted in advance to the University Registrar & Secretary.
- ~~ix~~.xi. We will aim to conclude the misconduct process within 90 working days of an allegation being received and will keep students informed if there is a delay.
- ~~x~~.xii. Allegations made under other procedures, which relate to the conduct of a student, will be dealt with under this code. The exception to this is students on a specified range of courses leading to professional accreditation whose cases will be referred for consideration under the Fitness to Practise Policy & Procedure.

Operation of the Student Code of Conduct

This code is summarised and provided to students as part of their initial and annual enrolment process. In completing the annual online declaration, students confirm receipt and acceptance of the University's regulations as part of the student contract with the University.

The purpose of this code is to provide an impartial and clear process for handling allegations of student misconduct and to support an environment of mutual respect between members of our university community. It is not a process for resolving disputes between students.

The code is divided into two parts. Part A sets out the University's definitions of misconduct and what students can expect if they are subject to the provisions in the code. Part B sets out the University's procedures for dealing with misconduct matters.

Questions about the Code of Conduct should be directed to the Student Casework team: casework@leedsbeckett.ac.uk.

PART A – STUDENT CONDUCT

1. Definition of misconduct

1.1 Misconduct is defined as:

1.1.1 improper interference with the functioning or activities of the University or those who work or study in the University; and/or

1.1.2 action or a failure to act which otherwise damages or may damage the University, or its good name or reputation or those who work or study in the University.

1.2 Where a student has allowed a visitor to access any part of the University premises (whether that visitor is also a member of the University or not) that student shall be regarded as responsible for the conduct of their visitor, while present as a visitor. That means that the student may be taken to be responsible under this code for the conduct of their visitor, and for any damage caused by their visitor, as if the misconduct or damage were their own.

1.3 Misconduct which may be the subject of action under Part B of this code includes, but is not limited to, the following:

1.3.1 Improper interference with the academic, administrative, sporting, social or other activities of the University, whether on University premises or elsewhere;

1.3.2 Improper interference with the functions, duties or activities of any student or member of staff of the University or any visitor to the University;

1.3.3 Sexual misconduct;

1.3.4 Administering drugs or alcohol to an individual without their knowledge or consent (known as spiking);

1.3.5 Violent behaviour;

1.3.6 Sexual, racial or other harassment of any student or member of staff of the University or any visitor to the University;

1.3.7 Threatening, bullying or offensive behaviour or language;

1.3.8 Antisocial behaviour;

1.3.9 Supply, possession, use or cultivation of any illegal drug, or any prescription drug which is not prescribed to that student;

- 1.3.10 Relying on forged, falsified or fraudulent documentation or other form of deception or dishonesty intended to gain an unfair advantage;
- 1.3.11 Behaviour which may compromise the safety of staff, other students or visitors;
- 1.3.12 Damage to University property or the property of any student or member of staff of the University, or of a visitor to the University;
- 1.3.13 Misuse or unauthorised use of University premises or items of property;
- 1.3.14 Loss or damage of University equipment;
- 1.3.15 Inappropriate use of social media contrary to the Social Media Policy;
- 1.3.16 Use of any unfair means in any examination or assessment procedure;
- 1.3.17 Conduct which may constitute a criminal offence;
- 1.3.18 Any behaviour which may bring the University into disrepute;
- 1.3.19 Failure to comply with a reasonable request or instruction of the University;
- 1.3.20 Failure to comply with a sanction previously imposed under this code or any other University regulation or policy;
- 1.3.21 Conduct which breaches any University regulation and/or policy.
- 1.3.22 Breach by a student of the terms of their contract with the University;
- 1.3.23 Making accusations against other students or staff which are not substantiated in whole or in part and where there are reasonable grounds to believe the accusations have been made maliciously or in bad faith;
- 1.4 The conduct referred to in paragraphs 1.1 and 1.3 may fall within the scope of this code irrespective of whether it took place on University premises.

2. Misconduct that may also constitute a civil or criminal offence

- 2.1 The University may defer or suspend any misconduct investigation or proceedings at any time where it believes that an investigation by the police or any other authority is ongoing or contemplated.
- 2.2 Where a student is alleged to have committed a criminal offence, it is normally for the victim of the alleged offence to decide whether to report the matter to the police.
- 2.3 Students who are victims of crime are encouraged to report the crime to the police.

However, there may be cases where a victim does not wish a crime to be reported to the police and in those cases the University should only in exceptional circumstances report the alleged crime without the consent of the victim - for example, when the victim is unconscious, or where a crime is witnessed or where the crime has implications for others beyond the primary victim (such as under the University's Safeguarding policy or the Computer Use Regulations regarding Inappropriate Materials).

- 2.4 Where conduct by a student is either subject to an investigation by the police as a suspected criminal offence or where a student has been charged with a criminal offence and is awaiting trial, the University will review such incidents on a case by case basis looking at the best interests of all parties concerned in determining whether any additional investigation under this Code is appropriate or necessary.

3. Allegations of sexual misconduct

- 3.1 An allegation of sexual misconduct or harassment against a student will be dealt with under the Student Code of Conduct. An allegation made against a member of staff will be referred to Human Resources for consideration under the Staff Disciplinary Procedure.
- 3.2 More information about how allegations of sexual misconduct are handled under this code can be found in Annex B.
- 3.3 Information and guidance about the options for reporting an allegation of sexual misconduct or harassment, as well as sources of support, is provided in Guidance for Students on Reporting an Incident of Sexual Violence, Harassment or Misconduct.

4. Students and staff affected by misconduct

- 4.1 Students and staff who report misconduct, or who may have experienced harm as a result of misconduct, will have a named contact in the Student Casework team with responsibility for providing updates throughout the case and advice on the conduct process.
- 4.2 Staff who are affected by student misconduct will have an opportunity early in the process to discuss the issue with HR to identify any support needs. An early meeting with the Investigating Officer will be arranged to enable the member of staff to take part in the process if they wish.
- 4.3 During the process, arrangements may be put in place to minimise contact between the parties. In cases where staff are affected by student misconduct, this may include reallocation of teaching, marking and assessment of the student(s) concerned.
- 4.4 A student or member of staff who has reported misconduct, or experienced harm as a result of misconduct, will be notified promptly when the case has concluded and informed of any finding or outcome applied that relates directly to them.

5. Welfare of students and cases involving mental illness or other disability

- 5.1 The University understands that, in the course of addressing cases of student conduct, issues relating to a student's wellbeing may arise. We will make all reasonable efforts to ensure that these issues are handled with sensitivity.
- 5.2 Where concerns are raised about a student's wellbeing, the matter may be referred for consideration under the Fitness to Study policy and procedure.
- 5.3 We also understand that some students may act in a way which could be construed as constituting misconduct because of a disability or mental health issue. If a student is aware that they have such a disability they are encouraged to make it known to the Disability Advice Service as soon as possible.

6. Confidentiality and Disclosure

6.1 Information disclosed as part of any conduct investigation is strictly confidential and should not be shared with any third party or any other staff and students.

6.46.2 The University expects that the student, any witnesses called by the student or the University, the student's representative and the University's staff will respect the sensitivity and confidentiality of the information disclosed during these proceedings and the right of other students and staff to raise issues of concern in good faith and without fear of retribution.

6.26.3 The University expects that its staff and students will respect the outcomes and actions of a Conduct Panel determined on the basis of the facts and all available evidence.

6.36.4 Any failing of either University staff or students to respect the provisions relating to confidentiality and disclosure contained within this Code will be subject to separate misconduct proceedings.

6.46.5 Where a present or former student has been required to withdraw from a course or has been set conditions for remaining on a course following misconduct proceedings it would be relevant to disclose this in a reference where there is a specific question asking if the student had been subject to any misconduct or Fitness to Practise procedures.

6.56.6 The University will retain a record of all student misconduct cases, both those resolved locally and those which proceed to a Panel hearing in a secure, relevant filing system in accordance with the provisions outlined in the University's Record Retention Policy.

6.66.7 The University will collect aggregated data about student misconduct cases and will submit a report to the relevant sub-committee of Academic Board at appropriate intervals for the purpose of quality assuring the operation of the Code.

PART B – STUDENT MISCONDUCT PROCEDURE

1. Introduction

- 1.1 In cases of minor issues of misconduct, the University will normally seek to resolve matters at Stage One as set out in sections 2 and 3 below.
- 1.2 If the matter cannot be resolved at Stage One, or it is not appropriate to do so, Stage 2 of the procedure will apply as set out in section 4 below.
- 1.3 The student will have the right to appeal the outcome of the Stage Two misconduct procedure.
- 1.4 A student whose appeal has been rejected has the right to refer the matter to the Office of the Independent Adjudicator. Details of how to make an application are available online at www.oiahe.org.uk and are provided to all students who have exhausted the University's procedure.

2. Stage One

- 2.1 The purpose of the Stage One procedure is to deal with matters of conduct fairly and quickly.
- 2.2 A conduct matter is capable of being dealt with at Stage One when:
 - a. in the reasonable opinion of the University, it is suitable to be dealt with in this way; and
 - b. the student consents to the matter being dealt with in this way.
- 2.3 In determining whether the matter is suitable to be dealt with at Stage One, the University will consider the nature and seriousness of the offence, whether it is the student's first offence, whether the student admits the offence and any other relevant circumstances.
- 2.4 Once the University has identified that the matter is suitable to be dealt with at Stage One, the student will be notified of this in writing and provided with details of the allegation(s) of misconduct and the proposed outcome.
- 2.5 If the student agrees that the matter should be dealt with in this way, they must confirm their acceptance in writing by letter or email to the address and by the date specified.
- 2.6 By agreeing that the matter should be dealt with at Stage One the student accepts that:

- a. That they are responsible for the alleged misconduct;
 - b. They will comply in full with any outcome determined by the University;
 - c. There is no right to appeal; and
 - d. The evidence of acceptance of the outcome may be retained on the University records and used as evidence of past misconduct in assessing any future allegations of misconduct. The acceptance will not be retained on an individual student's file and so it will not be used to determine references provided by the University in respect of the student to external sources.
- 2.7 If the student does not agree that the matter should be dealt with at Stage One, they should confirm this by return. The Stage Two procedure as set out in paragraph 4 will be instigated by the University within a reasonable period of time.
- 2.8 If the student fails to respond to the letter within the period of time specified, without good reason, the University may immediately instigate the Stage Two procedure.

3. Stage One – outcomes

- 3.1 The outcomes available to the University under Stage One are:
- a. No further action to be taken;
 - b. A warning; and/or
 - c. A formal apology in terms to be agreed by the University to any person adversely affected by the misconduct or any damage done to the University's relations with its members or outside community; and/or
 - d. A payment in compensation or restitution for damage or loss; and/or
 - e. A fine not exceeding £100; and/or
 - f. Temporary withdrawal, suspension or reduction of any benefit, facility or privilege available to the student by virtue of his/her status as a student of the University not exceeding 1 week; and/or
 - g. Any other outcome which may be appropriate and proportionate in the circumstances taking into account the fact that the outcome is to be administered under the Stage One procedure and specifically excluding suspension, expulsion or payment of a fine exceeding £100.

3.2 The University may recommend that a student accesses the support of the Student Wellbeing team.

4. Stage Two

- 4.1 The Stage Two conduct procedure will be used where the University determines that it would be appropriate to do so or where a student does not accept responsibility or has elected that their alleged misconduct be dealt with under the Stage Two procedure.
- 4.2 Where the University suspects or has reason to believe that a student has committed an act of misconduct they will be informed in writing of the allegations against them as soon as is reasonably practicable and will be invited to attend a conduct hearing.
- 4.3 The University may request that an investigation is conducted prior to the conduct hearing. An Investigating Officer, selected from a pool of trained staff, will be appointed to conduct the investigation. Students have the right to be accompanied by a friend, relative or representative of the Students' Union at any investigatory meetings.
- 4.4 The student will be informed in writing by the University of the date, time and venue of the conduct hearing and will be provided with the investigation report and supporting evidence.
- 4.5 The University will inform the student of the outcome within five working days of the hearing.
- 4.6 Instances of past misconduct may be used as evidence in the event of subsequent allegations made against a student.

5. Stage Two – outcomes

- 5.1 When misconduct has been found, the outcomes available to the University under the Stage Two procedure are:
 - a. No further action to be taken;
 - b. Support arrangements and/or reasonable adjustments be put in place, following any necessary University assessment; and/or
 - c. An action plan be drawn up setting out how the matter will be managed by the School and any requirements to be placed on the student and/or the course team; and/or
 - d. A no contact/no communication order; and/or
 - e. A warning; and/or

- f. A formal apology in terms to be agreed by the University to any person adversely affected by the misconduct or any damage done to the University's relations with its members or outside community; and/or
 - g. A payment in compensation or restitution for damage or loss; and/or
 - h. A fine not exceeding £500; and/or
 - i. Temporary withdrawal, suspension or reduction of any benefit, facility or privilege available to the student by virtue of his/her status as a student of the University not exceeding 1 week; and/or
 - j. The termination of a student residency agreement in University owned or managed residential accommodation in accordance with the relevant residency agreement; and/or
 - k. Suspension not exceeding 1 year which may be subject to conditions imposed by the University; and/or
 - l. Expulsion; and/or
 - m. Any other sanction which may be appropriate in the circumstances.
- 5.2 The University may recommend that a student accesses the support of the Student Wellbeing team.

6. Appeals

- 6.1 Any student dissatisfied with a decision relating to an allegation of misconduct may give written notice of intention to appeal.
- 6.2 The notice of appeal must be made on the University form *Appealing against a student conduct panel decision* and must be returned to the address stated on the form not later than 4pm on the tenth working day after the notice of the decision was issued.
- 6.3 The notice must specify the grounds on which the student wishes to appeal. The grounds on which the student may appeal are:
- a. Evidence at the hearing was factually incorrect; and/or
 - b. Fresh evidence, which was not available at the original hearing and which may have affected the outcome of the hearing, is available; and/or
 - c. The hearing was flawed on procedural grounds; and/or

- d. The findings of the hearing were inconsistent with the evidence provided to the hearing; and /or
 - e. The outcome was not reasonable in the circumstances.
- 6.4 The University may reject an application to appeal if the notice of appeal does not include one or more of the grounds stated above and/or if the explanation given in support of the grounds stated provides no reasonable basis for an appeal.
- 6.5 The appeal will be heard by a person or persons who are independent from the first hearing.
- 6.6 On hearing the appeal the University may:
- a. Confirm and/or uphold the outcome; or
 - b. Uphold the appeal and set aside the original outcome entirely; or
 - c. Substitute an alternative form or level of outcome. This means that the outcome could be less or more severe than the original outcome.
- 6.7 The University will inform the student of the final decision within five working days of the appeal hearing. The decision made at the appeal will be final and there is no right of further appeal within the University.
- 6.8 A student whose appeal has been dismissed has the right to refer the matter to the Office of Independent Adjudicator. Further information is available at: www.oiahe.org.uk.

7. Allegations involving more than one student

- 7.1 In cases where an allegation involves more than one student, the University may deal with all or any of the cases at the same time.

8. Right to postpone

- 8.1 A student who is the subject of a conduct or appeal hearing, or the University, may request a postponement of that hearing providing there are reasonable grounds to do so and the length of the requested postponement is reasonable.
- 8.2 The final decision on whether to postpone a conduct or appeal hearing lies with the University.

9. Failure to Attend

- 9.1 Students must make all reasonable efforts to attend any hearings or meetings they

are requested to attend as part of this process. Failure to attend without good reason may result in a meeting or hearing taking place in the student's absence. In these circumstances, the University will reach a conclusion about the case on the basis of the information available.

10. Precautionary measures

- 10.1 Where appropriate, precautionary measures will be taken to protect individuals involved in a misconduct matter, or other members of the University, from an identified risk, or to protect an investigation being conducted under this procedure. Such measures are most likely to be taken when there is a risk to an individual's physical or mental health; and/or the case is of a highly sensitive nature.
- 10.2 Precautionary measures will be proportionate to the facts of the case. Examples of measures that may be taken include:
 - a. a no contact arrangement;
 - b. alternative teaching arrangements, such as transfer to another lecture or seminar group;
 - c. exclusion from, or restrictions on access to, specific university buildings or services;
 - d. transfer to alternative accommodation.
- 10.3 If no other measure is appropriate, the University has the contractual right to suspend any student at any time on such conditions as it sees fit. This will usually arise where a student is alleged to have committed an act of misconduct and the University considers that suspension is necessary in the circumstances, because, for example, the alleged misconduct poses a serious risk to the safety, health, or wellbeing of the University, its students or staff, or their property.
- 10.4 This contractual right to suspend is not a penalty or confirmation of a finding of misconduct. It is taken as a precautionary and neutral measure, often to protect one or both parties, and is a separate right from the University's ability to impose a period of suspension as an outcome of a conduct panel.
- 10.5 Students may request a review of a decision to suspend taken as a precautionary measure. All requests will be considered, however the University's decision is final.
- 10.6 Precautionary measures will normally remain in place until the process has concluded. Suspension will be reviewed periodically, and if additional information comes to light, in order to confirm that it remains an appropriate course of action.

Annex A

Outcomes under Stage Two of the Student Code of Conduct

The table below provides an indication of the types of outcomes that may be imposed at Stage Two of the Student Code of Conduct for a range of types of misconduct. Every case is considered on an individual basis, taking into account the facts of the case and any mitigating or aggravating factors. Outcomes are proportionate and will vary according to the seriousness of an offence and based on the evidence.

Type of misconduct	Examples	Possible outcomes
Improper interference with the academic, administrative, sporting, social or other activities of the University, whether on University premises or elsewhere	Disruption in class, misbehaviour when representing the University at a sporting event	Final warning, formal apology, suspension from a sport club
Improper interference with the functions, duties or activities of any student or member of staff of the University or any visitor to the University	Disruption in class that causes a lesson to be postponed	Final warning, formal apology
Sexual misconduct	Sexual harassment, sexual assault, stalking or unwanted sexual contact	Expulsion, suspension of up to one year, termination of residency agreement, formal apology, final warning, no contact agreement
Violent behaviour	Fighting, physical attack	Expulsion, suspension of up to one year, termination of residency agreement, formal apology, final warning, no contact agreement
Sexual, racial or other harassment of any student or member of staff of the University or any visitor to the University	Abusive or unwanted comments or behaviour relating to an individual's gender, sexual orientation, religion or belief, race, gender identity, disability or age via any means	Expulsion, suspension of up to one year, termination of residency agreement, formal apology, final warning, no contact agreement
Threatening, bullying or offensive behaviour or language	Serious or persistent bullying, harassment or intimidation, acting in a	Expulsion, suspension of up to one year, termination of residency agreement, formal

	hostile manner, spreading malicious rumours, excluding someone from activities	apology, final warning, no contact agreement
Antisocial behaviour	Behaving in a disruptive manner that adversely affects others, such as holding loud parties,	Formal apology, final warning, termination of residency agreement.
Spiking	Administering drugs or alcohol to an individual without their knowledge or consent	Expulsion, termination of residency agreement, final warning, no contact agreement
Supply, possession, use or cultivation of any illegal drug, or any prescription drug which is not prescribed to that student	Involvement in illegal drug taking or dealing that took place either on University property or in the community; persistent unacceptable behaviour resulting from the misuse of drugs	Expulsion, suspension of up to one year, termination of residency agreement, final warning, fine
Relying on forged, falsified or fraudulent documentation or other form of deception or dishonesty intended to gain an unfair advantage	Submitting a fake doctor's note in order to obtain an extension	Expulsion, final warning
Behaviour which may compromise the safety of staff, other students or visitors	Behaving in a dangerous manner in a classroom setting or in University accommodation	Termination of residency agreement, formal apology, final warning, fine or payment for loss or damage
Damage to University property or the property of any student or member of staff of the University, or of a visitor to the University	Breaking windows, setting off fire extinguishers, setting off fire alarms	Formal apology, final warning, fine or payment for loss or damage
Misuse or unauthorised use of University premises or items of property	Taking University equipment without going through proper channels	Formal apology, final warning, fine or payment for loss or damage

Loss or damage of University equipment	Leaving University equipment in a car overnight and it being stolen	Formal apology, final warning, fine or payment for loss or damage
Inappropriate use of social media contrary to the Social Media Policy	Social media posts that do not reflect the views of the University and could bring the University in disrepute	Final warning, formal apology
Use of any unfair means in any examination or assessment procedure	Taking notes into an examination	Expulsion, final warning
Conduct which may constitute a criminal offence	If the University is informed by the police that a student has been arrested. After the police investigation is over the University will conduct its own investigation	Expulsion, suspension of up to one year, termination of residency agreement, formal apology, final warning, no contact order
Any behaviour which may bring the University into disrepute	Behaviour that is reported in the press or behaviour in the community that reflects poorly on the University	Formal apology, final warning
Failure to comply with a reasonable request or instruction of the University	Non-attendance at an investigatory meeting or conduct panel	Formal apology, final warning
Failure to comply with a sanction previously imposed under this code or any other University regulation or policy	Not writing an apology when required as an outcome of a conduct panel	Another disciplinary hearing held and further outcomes administered
Conduct which breaches any University regulation and/or policy	Breach of the University's data protection policy	Final warning
Breach by a student of the terms of their registration contract with the University	Withholding a criminal conviction at time of application. Falsifying your qualification	Expulsion, final warning
Making accusations against other students or staff which are	Lying about another student's involvement in	Formal apology, final warning

not substantiated in whole or in part and where there are reasonable grounds to believe the accusations have been made maliciously or in bad faith	poor behaviour. Lying about a member of staff saying something inappropriate.	
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Annex B – Cases involving allegations of sexual violence and misconduct

Introduction

1. The University recognises that incidents of sexual violence and misconduct may occur in our community and that they can have a serious impact on health, wellbeing and academic progress.
2. All parties will be treated fairly and with dignity in raising a case and throughout any investigation process and will have access to the support available from the University.
3. If you have experienced sexual violence or misconduct while you are a student here, you can contact our Student Wellbeing team for advice on the options available if you choose to report it. You are in control of whether you:
 - remain anonymous
 - report an incident to the police
 - report an incident to the University for investigation under the Student Code of Conduct
 - seek support
 - report an incident but take it no further.
4. This document focuses on cases brought under the Student Code of Conduct. Please refer to the University's [Support Report Respect site](#) for details of other reporting options and the support available to help you move forward.
5. Our Student Wellbeing team can provide a range of support and advise you about accessing local and national sources. The team also has helpful [guidance for students](#) who have experienced sexual harassment, violence or misconduct.

Investigation

6. The University is not able to determine whether a criminal act has occurred. We do not have the legal investigatory powers of the police. The purpose our process is to determine whether there has been a breach of the Student Code of Conduct.
7. Allegations of sexual misconduct will normally be dealt with at Stage Two of the Student Code of Conduct, and in accordance with Sections 5 – 10 of Part B of the Code.
8. An allegation of sexual misconduct must be made in writing. This may be via a complaint form; the form for making an allegation against a student; or in an email. It should be sent to: casework@leedsbeckett.ac.uk.
9. A Senior Casework Officer will be assigned to coordinate the case, maintain a case file and keep the parties up to date on progress. They will also be a point of contact for the parties should they have questions or concerns about the process.

10. The Senior Casework Officer will assign an Investigating Officer. All staff involved in an investigation related to an allegation of sexual misconduct will have received appropriate training and will have no prior knowledge of the case.
11. All parties are entitled to be accompanied at any investigatory meetings or hearings under this procedure. We strongly encourage any student, whether a reporting party or a reported party, to seek independent advice from the Students' Union Advice Service.
12. The Investigating Officer will interview the reporting party, the reported party and any witnesses separately and will produce a report of their findings. The report will identify the facts of the case that are not in dispute and any points of difference. It will also recommend whether the case should be referred to a conduct panel.

Conduct panels

12. Members of conduct panels considering allegations of sexual misconduct will have received appropriate training and will have no prior knowledge of the case.
13. A range of practical measures can be put in place at a conduct hearing to safeguard, and provide reassurance to, a reporting party who attends to give evidence. These include:
 - separate waiting areas for the parties;
 - the reporting party responding to written questions from the reported party, or to questions via the Chair of the panel;
 - the reporting party attending via video link from a separate location.

Communication of the outcome

14. The reported party will receive written confirmation of the outcome of the conduct panel hearing, normally within five working days. This will include the notes taken at the hearing; the outcomes determined by the panel; the reasons for their conclusions; and details of how to request an appeal of the outcome.
15. The reporting party will be notified of the general outcome of the hearing and any measures put in place that directly affect them. For reasons of confidentiality, specific details will not be shared.
16. The reporting party cannot appeal a decision made under the Student Code of Conduct. If they consider that the procedure has not been applied correctly, a formal complaint can be made under the [Student Complaints Procedure](#).

Confidentiality

17. In accordance with all cases dealt with under the Student Code of Conduct, information disclosed as part of the disciplinary process is strictly confidential and should not be shared with any third party or any other staff and students.

18. The University expects all parties, including any witnesses, students' representatives and the University's staff will respect the sensitivity and confidentiality of the information disclosed during these proceedings and the right of other students and staff to raise issues of concern in good faith and without fear of recrimination.
19. The University expects that its staff and students will respect the outcomes and actions of a Conduct Panel determined on the basis of the facts and all available evidence.
20. Any failing of either University staff or students to respect the provisions relating to confidentiality and disclosure contained within the Student Code of Conduct will be subject to separate disciplinary proceedings.

Annex C – Cases involving allegations of misconduct within the Athletic Union (AU)

Introduction

1. The [Student Code of Conduct](#) (“the Code”) applies to all registered Leeds Beckett students. It sets out expected standards of behaviour and how allegations of breaches of the Code will be handled. This document does not replace the Code. It is intended to provide clarification on the management of conduct issues arising specifically in the context of AU activities.
2. Every club member is a representative of Leeds Beckett University. The Athletic Union should be a welcoming, safe, inclusive place where club members behave in the best interests of their team mates, the University and the wider community. This commitment includes honouring [the Varsity Pledge](#).
3. The Club Captain and Social & Welfare Officer from each club have the responsibility to ensure that their club adheres to the Code, and are required to attend annual Social & Welfare training to support them in meeting this responsibility. The AU offers an open-door policy to any AU member or other individual who believes that misconduct may have occurred or wishes to disclose information of a sensitive nature.

Examples of misconduct

4. In addition to the examples of misconduct set out in the Student Code of Conduct, the following apply to AU clubs:
 - Organising or participating in initiations or ‘hazing’. This involves acts linked to club membership which may produce mental or physical discomfort, or may humiliate, demean or harass. It includes forcing anyone to consume inappropriate or excessive substances.
 - Consuming alcohol while playing in a Leeds Beckett University sports fixture.
 - Using offensive language or inappropriate images (including nudity) on any club social media. This includes content by association i.e. 'retweets' and 'likes'.
 - Wearing clothing with offensive words, language, or images on it while participating in club activities.
 - Antisocial behaviour or behaviour which may bring the University's name into disrepute on sports tours.
 - Inappropriate use of University branding,¹ or using it without permission.

AU investigation

5. The AU will normally investigate in cases where:
 - The incident has taken place during a recognised AU activity (training, match, awards event, Varsity etc) or a Club society activity (including tour).

¹ Branded clothing/equipment is defined as any item embellished with the Leeds Beckett or formerly Metropolitan logo (this includes any reference to Leeds Beckett, Beckett, Carnegie, LBU, Leeds Metropolitan, Leeds Met, and LMU). All branded clothing is designed and manufactured by the approved University supplier. Any alterations to branded clothing/equipment must be approved by marketing, including the addition of names/initials.

- The allegation relates to AU Club activity on their social media, web or chat accounts.
6. The AU will not normally investigate in cases where:
- The matter is already being investigated elsewhere (either by the police or by an investigator appointed by the University under the Student Code of Conduct)
 - The student regarding whom the allegation was made is not a member of the AU.
7. At any point in the AU process, the matter may be referred to the main procedure set out in the University Code. This will usually be the case in relation to misconduct that is appropriate to deal with under stage two of the procedure, including:
- sexual misconduct
 - violent behaviour
 - harassment
 - behaviour that may amount to a criminal offence and
 - incidents that potentially bring the University into disrepute.

AU outcomes

8. The outcomes below may be applied following a police or University investigation, based on the findings of that investigation.
9. On the same principle as the Precautionary Measures set out in section 10 of the Student Code of Conduct, the AU may take precautionary measures to protect individuals involved in a misconduct matter, or other members of the University, from an identified risk, or to protect an investigation. Such measures are most likely to be taken where there is a risk to an individual's physical or mental health, and/or the case is of a serious or highly sensitive nature. This may involve full or partial suspension from club activities and must be proportionate to the risk. This may include suspension of an individual from a committee position or from running for a committee position.
10. The examples of misconduct and outcomes are not exhaustive; other proportionate outcomes may apply. Severe or repeated misconduct will be taken into account when deciding the outcome. More than one outcome may apply:

Type of Misconduct	Examples	Possible outcomes
Improper interference with the sporting, social or other activities of the University, whether on University premises or elsewhere	<ul style="list-style-type: none"> • Verbal abuse of officials, coaches, university staff, students or publics • Property misuse, including littering, vandalism, untidiness (of training, playing, transport, accommodation and social venues) 	<ul style="list-style-type: none"> • Formal written apology required • Required training for club/individuals (eg. bystander training) • Club fines • Downgrade of Club Mark • Club/individual final warning

	<ul style="list-style-type: none"> • Non-accidental damage to kit or failure to return 	<ul style="list-style-type: none"> • Required to pay cost of replacement kit
<p>Damage to University property or the property of any student or member of staff of the University, or a visitor to the University; antisocial behaviour</p>	<ul style="list-style-type: none"> • Property damage (of training, playing, transport, accommodation and social venues) • Theft or club account misuse, including financially extorting behaviours • Bullying behaviour • Initiations or 'hazing' • Cultural/ethnic appropriation or insensitivity • Offensive clothing and/or public nudity (at training, playing and social venues) • Drug use at AU/Club events (first offence) • Doping 	<ul style="list-style-type: none"> • Training bans/suspension of individuals/teams/clubs • Playing bans/suspensions for individuals/teams/clubs • Varsity Club/team ban for up to one year • Removal of Committee members from their positions • Individuals banned or suspended from the Club • Removal/downgrade of Club Mark • Club or individual fines (up to £100) • Reduction or removal of operational budget • Sports Award ban for up to one year • Club placed into "special measures"

11. Additional measures:

For fixtures on Leeds Beckett University campuses, spectators may only consume alcohol that has been purchased from Sports & Active Lifestyles outlets; any other alcohol will be confiscated by staff and those found to be consuming it will be asked to leave the facility or venue.

Sports kit purchased by the AU for Clubs is the property of the University and any student who does not return kit at the end of the academic year will be charged the full price of a replacement kit. A student may also be charged the full price of a replacement kit in the case of non-accidental damage or inappropriate use of the kit (i.e. wearing kit at socials).

12. Where a police investigation has led to a finding of criminal behaviour or a University investigation has found stage 2 misconduct, the following additional outcomes may apply:

- Revocation of sports membership and/or AU membership (without refund)
- AU funding frozen or removed
- Closure of the sports club

In addition, any of the outcomes listed under section B 3 of the Student Code of Conduct may be applied.

13. Failing to cooperate with an investigation or with an outcome may be considered misconduct in its own right and may lead to one or more of the outcomes set out above.
14. Misconduct by an individual can lead to outcomes for multiple individuals or the whole club where they have been complicit in the misconduct or have concealed or withheld information about it.
15. Club incidents may result in whole club sanctions, irrespective of whether the incident was attributed to a particular team, group or sub-section within the club and irrespective of where it took place. Club incidents are activities that are promoted, organised or attributed to the club itself.
16. A committee member not directly involved in an incident can also be removed on grounds of lack of responsibility (eg. a Social & Welfare officer, whose role is to look after club socials, can be removed for persistent incidents in relation to club socials).

Responding to an outcome

17. Where one or more outcomes has been applied, clubs and individuals have the right to challenge it within 10 working days by emailing casework@leedsbeckett.ac.uk. The matter will be referred to the Stage 2 procedure set out in the University Student Code of Conduct.



Schedule of Business

Purpose of Report

The report presents the Board's schedule of business for 2022/23 and will be considered at each meeting across the academic year and updated accordingly.

For this and future meetings members of the Board will be invited to contribute to the agenda, with items for future meetings added to the schedule.

Action Requested

The report is **for information and to note**

Author


Name: Kate Harvey, Secretariat Manager

Date: June 2023

Board of Governors – Schedule of Business 2022/23

07 October 2022 Away Day Deadline: 28 September 2022	25 November 2022 Deadline: 16 November 2022	10 March 2023 Deadline: 01 March 2023	19 May 2023 Deadline: 10 May 2023	14 July 2023 Deadline: 05 July 2023
<u>Approval of non-regulated tuition fees 2023/24</u>	Audit Committee Annual Report and Opinion	<u>Annual Review of Financial Regulations</u>	Financial Regs final approval (matters arising)	<u>Approval of Annual revenue & capital budgets 2023/24 (including SU block grant)</u>
October away day to focus on achievements in year 1 and priorities for 2022/23.	Internal Audit Annual Report & Opinion 2021/22	Sustainability Strategy	SSRC Annual Report	Board and Committee Memberships 2023/24
	External Auditors' Report for the year ended 31 July 2022			Corporate Risk Register – Annual Review (appended to the AUD Cttee report)
	<u>Financial Statements - Year Ended 31 July 2022</u>			Draft Schedule of Business For 2023/24
	Annual review & remuneration of Committee Chairs			<u>Strategic Planning Framework – progress update</u>
	Annual review & remuneration of the Chair of the Board			<u>Approval of non-regulated tuition fees 2025/24</u>
	<u>Prevent Duty Accountability and Data Report 2022</u>			Draft Schedule of Meetings 2023/24
	<u>Financial forecast to 2025/26</u>			Operating Framework for Remuneration Reviews 2022/23
	Approval of risk management policy (appended to the Audit Committee report)			Appointment of Clerk to the Governors
	Board Effectiveness Review			<u>Student Code of Conduct</u>
	External Audit Letter of Representation			
	Sustainability Plan			

Standing Items	
1. Minutes of last meeting	9. Academic Assurance Report
2. Matters arising	10. Research Strategy Update
3. Chair's Action (note "Nothing to report" on agenda if no updates)	11. Health & Safety update
4. Chair's Report	12. OfS Regulatory Update
5. Vice Chancellor's Report	13. Update reports from Academic Board, Finance, Staffing and Resources, Audit, Governance & Nominations, Chair's and Senior Staff Remuneration Committees
6. SU Report	14. Schedule of Business 2022/23
7. <u>Financial and capital expenditure update report</u>	
8. Student recruitment update	
Longer Term Items	
1. <u>Health & Safety Policy (annual, March/May 2024)</u>	
2. <u>Annual Health & Safety Audit report (May 2024)</u>	

 Shaded items indicate that the Board is being asked to make a decision

* Starred items will be taken without discussion

Underlined items indicate reports that require UET scrutiny



Draft Schedule of Board and Committee Meetings 2023/24

Purpose of Report

To approved proposed revisions to the schedule of meetings for the next academic year.

Action Requested

The report is **for decision**

Key Issues

1. The Board is invited to consider and approve the proposed schedule of meetings for the academic year 2023/24.
2. We have undertaken a review of the schedules of business in consultation with the University executive and propose the following baseline calendar of meetings:
 - (a) Three full Board meetings in November, April and July (currently 4).
 - (b) Two Board away days in early October and either February or mid-May as most appropriate (currently one but formalising our practice over the last couple of years).
 - (c) Three full meetings of Audit Committee in November, March, and June (currently 4), with a short meeting January to meet the requirements of the Transparent Approach to Costing (TRAC) return, and perhaps in October to wash up internal audit reports from the previous year.
 - (d) Three meetings of the Finance, Staffing & Resources Committee in October, February, and June (currently 4).
 - (e) Three meetings of Governance & Nominations Committee in October, February, and June (no change).
 - (f) Two meetings of Senior Staff Remuneration Committee in October and May (no change).
3. This proposal would see the work of the Board and its committees more evenly spread throughout the academic cycle. This is intended to make best use of governor time and allow appropriate scrutiny of strategic matters, as well as sufficient time between meetings for updates in standing reports to develop between meetings and therefore promote more progressive and meaningful discussion at key points in the cycle. It also reflects the evolution of our approach to engaging with governors between Board and committee meetings and the introduction of informal briefing sessions on strategic topics and issues, outcomes and progress relating to our schools and services. These are included on the schedule for 2023/24 on a quarterly basis.
4. Shorter Board meetings could be held on Away Days to ensure that there is opportunity for formal discussion and decision on each occasion that the Board meets in full and, as is

currently the case and was used during the pandemic, we can call a Board meeting as flexibly as necessary to consider any key or pressing matter.

5. The proposed distribution of Board meetings and away days in this way, will facilitate opportunities for governors to network with each other and the University executive, as well as become more familiar with the University's campuses. To that end we propose that all the Board and away day meetings be held on campus. This will also support our new Chair to engage and develop relationships across the Board and wider university. Committee meetings will take place in the same way as we do now, making use of remote as well as periodic on campus meetings across the year. We will discuss and review with the chairs our new ways of working and their preferences for the forthcoming year.
6. As ever, we will continue to review what works and will be flexible in our approach to ensure we best meet the needs of our governors and promote good governance within an evolving policy and regulatory context.

Appendices

Appendix A – Draft Schedule of Meetings 2023/24

Author

Name: Kate Harvey, Governance Services Manager

Date: June 2023

Approval Route

Name: Caroline Thomas, Registrar & Secretary

Date:

Week 1	Week 2	Week 3	Week 4	Week 5
SEPTEMBER				
				Friday 29 September Informal Governor Briefing
OCTOBER				
Friday 6 October Board Away Day	Friday 13 October SSRC (AM 10:00) Governance & Nominations (PM 13:30)		Friday 27 October FSR	
NOVEMBER				
	Friday 10 November Audit Committee		Friday 24 November Board of Governors	
DECEMBER				
		Friday 15 December Informal Governor Briefing		
JANUARY				
			Friday 26 January Audit Committee (30 min, TRAC approval)	
FEBRUARY				
	Friday 9 February Governance & Nominations		Friday 23 February FSR	
MARCH				
		Friday 22 March Audit Committee		Friday 29 March Informal Governor Briefing
APRIL				
			Friday 26 April Board of Governors	
MAY				
		Friday 17 May Board Away Day	Fri 24 May SSRC	
JUNE				
Friday 7 June Governance & Nominations	Friday 14 June FSR	Friday 21 June Audit Committee		Friday 28 June Informal Governor Briefing
JULY				
		Friday 12 July Board of Governors		



Draft Schedule of Business 2023/24

Purpose of Report

To propose the cycle of business to be considered by the Board at its meetings in 2023/24.

Action Requested

The report is **for discussion**

Key Issues

The draft schedule of business for the Board 2023/24 is attached. Its contents are based on the University's business cycle and legal and regulatory requirements.

The Board is invited to comment on the draft and members will have the opportunity to add or amend the schedule at each meeting, and between meetings in consultation with the Chair.

Author

Name: Kate Harvey, Secretariat Manager

Date: June 2023

Board of Governors – Schedule of Business 2023/24

06 October 2023 Away Day Deadline: 28 September 2023	24 November 2023 Deadline: 16 November 2023	26 April 2024 Deadline: 18 April 2024	17 May 2024 Away Day Deadline: 09 May 2024	12 July 2024 Deadline: 04 July 2024
October away day – possible student experience session incl student reps?	Audit Committee Annual Report and Opinion	Annual Review of Financial Regulations	SSRC Annual Report and Operating Framework for Remuneration Reviews 2023/24	Approval of Annual revenue & capital budgets 2024/25 (including SU block grant)
	Internal Audit Annual Report & Opinion 2022/23	Draft Schedule of Meetings 2024/25	Approval of non-regulated tuition fees 2025/26	Board and Committee Memberships 2024/25
	External Auditors’ Report for the year ended 31 July 2023			Corporate Risk Register – Annual Review (appended to the AUD Cttee report)
	Financial Statements - Year Ended 31 July 2023			Draft Schedule of Business For 2024/25
	Annual review & remuneration of Committee Chairs			Unregulated Tuition Fees 2025/26
	Annual review & remuneration of the Chair of the Board			
	Prevent Duty Accountability and Data Report 2023			
	Financial forecast to 2026/27			
	Approval of risk management policy (appended to the Audit Committee report)			
	Board Effectiveness Review			
	External Audit Letter of Representation			

Standing Items

- | | |
|--|--|
| 1. Minutes of last meeting | 9. Academic Assurance Report |
| 2. Matters arising | 10. Research Strategy Update |
| 3. Chair’s Action (note “Nothing to report” on agenda if no updates) | 11. Health & Safety update |
| 4. Chair’s Report | 12. OfS Regulatory Update |
| 5. Vice Chancellor’s Report | 13. Update reports from Academic Board, Finance, Staffing and Resources, Audit, Governance & Nominations, Chair’s and Senior Staff Remuneration Committees |
| 6. SU Report | 14. Schedule of Business 2023/24 |
| 7. <u>Financial and capital expenditure update report</u> | |
| 8. Student recruitment update | |

Longer Term Items	
1. <u>Health & Safety Policy (annual, March/May 2024)</u>	
2. <u>Annual Health & Safety Audit report (May 2024)</u>	

■ Shaded items indicate that the Board is being asked to make a decision

* Starred items will be taken without discussion

Underlined items indicate reports that require UET scrutiny