1130, Wednesday 31 March 2021, via Zoom

Strategic horizon-scanning session: Overview of the Development of the Digital Strategy

1. Introductions, Apologies, Quoracy and Conflicts of Interest
3. Matters Actioned (Annex C: Page 25) and Matters Arising
4. Reports For Strategic Discussion And Decision
   4.1 Board Membership (Annex D: Page 26) – confidential
   4.3 Board Effectiveness Review (Annex F: Page 47)
   4.4 Consumer Protection and Communication with Students during the Covid-19 Pandemic (Annex G: Page 52)
   4.5 London Campus Update (Presentation) – confidential
   4.6 Race Equality Update (Annex H: Page 86)
5. Reports for Regulatory and Statutory Compliance Purposes
   5.1 University Website (Annex I: Page 91) – confidential
   5.2 CUC Higher Education Code of Governance (Annex J: Page 118)
   5.3 Ofsted Inspection of Degree Apprenticeships (Annex K: Page 157)
   5.4 Research Excellence Framework Update (Oral Report)
   5.5 New Theatre Royal Update (Oral Report)
   5.6 Optometry Update (Oral Report)
   5.7 Corporate Risk Register (Annex L: Page 166)
6. Reports from the Chair and Vice-Chancellor
   6.1 Chair’s Business (Oral Report)
   6.2 Vice-Chancellor’s Report (Oral Report)
7. Reports for note from Board Committee Chairs:
   7.1 Nominations Committee Report (Annex M: Page 224)
   7.2 Audit and Quality Committee Chair’s Report (Annex N: Page 225)
   7.3 Infrastructure and Finance Committee Chair’s Reports: January 2021 (Annex O: Page 227) and March 2021 (Annex P: Page 230) – confidential
   7.4 Human Resources Committee Chair’s report January 2021 meeting (Annex Q: Page 234)
   7.5 University Management Accounts (Annex R: Page 237) and Subsidiary Company Management Accounts (Annex S: Page 252) – confidential
   7.6 Academic Council Chair’s Report (Annex T: Page 262)
   7.7 The confirmed minutes of the Academic Council meeting of 9 February 2021 were circulated on 16 March 2021. The minutes of 23 March 2021 will be circulated electronically to members on when they are available.
8. Matters For Information
   8.1 UPSU Elections (Annex U: Page 264)
   8.2 Prevent Duty (Annex V: Page 267)
   8.3 Confirmed Meeting Dates for 2021/2022 and Confirmed Meeting Dates for 2022/2023:
   8.4 Date of Next Meeting: Wednesday 7 July 2021
9. Vote of Thanks