



BOARD OF TRUSTEES DEVELOPMENT DAY

THURSDAY 26 MARCH 2026

Venue: Room 15, Fifth Floor; Burges Salmon
(1 Glass Wharf, Bristol BS2 0ZX)

TIMINGS	DETAIL	PRESENTERS	PAPER REFERENCE
09.45 (25 mins)	<i>Arrival, refreshments</i>		
10.10 (5 mins)	Welcome and opening remarks	Chair of Board of Trustees	
10.15 (125 mins)	National Security & Defence Research	Sir Jeremy Fleming Prof. Guy Poppy Prof. Ian Craddock Prof. Matthew Brown	Presentation on the day
12.20 (40 mins)	<i>Lunch</i>		
13.00 (90 mins)	Graduate Outcomes and Employability	Prof. Tansy Jessop Stuart Johnson	Presentation on the day
14.30 (15 mins)	<i>Refreshments break</i>		
14.45 (90 mins)	Strategy 2030 Mid-point Refresh	Prof. Judith Squires Vikki Jones-Parry Annie Bell	Pre-read Presentation on the day
16.15 (30 mins)	Modern Network	Craig Nowell Emma Smith	Paper BT/25-26/046
16.45 (5 mins)	Closing remarks	Chair of Board of Trustees	
16.50	<i>Meeting concludes, departures</i>		



**MEETING OF BOARD OF TRUSTEES
FRIDAY 27 MARCH 2026**

**THEATRE ROOM, SEVEVENTH FLOOR, OSBORNE CLARK, HALO BUILDING,
COUNTERSLIP, BRISTOL BS1 6AJ**

0900 – 1500

AGENDA

TITLE		PRESENTER	ACTION	TIMINGS & PAPER REFERENCE
Preliminaries				
1.	Welcomes, Apologies, Announcements	Chair		0900
2.	Declarations of Interest	Chair		
3.	Minutes of Previous Meeting: 30 January 2026	Chair	Approval	Enclosed
4.	Actions & Matters Arising	Chair	Information	Enclosed
5.	Chair's Report	Chair	Approval	0905 <i>10 mins</i> BT/25-26/033
Strategic				
6.	Executive Report	Vice-Chancellor	Discussion	0915 <i>80 mins</i> BT/25-26/034
7.	University Finances: a. Chief Financial Officer Report	Chief Financial Officer	Discussion	1035 <i>20 mins</i> BT/25-26/035
BREAK @ 1055, 20 MINS				
8.	Temple Quarter Enterprise Campus	DVC & Provost	Discussion	1115 <i>40 mins</i> BT/25-26/036 Presentation
9.	Mumbai Enterprise Campus report	PVC Global and Chief Operating	Discussion	1155 <i>20 mins</i> Presentation

TITLE		PRESENTER	ACTION	TIMINGS & PAPER REFERENCE
		Officer & Registrar		
LUNCH @ 1215, 45 MINS				
Developmental				
10.	Research and Innovation: Commercialisation	PVC Research & Innovation	Discussion	1300 <i>60 mins</i> BT/25-26/037 Presentation
Assurance				
11.	Student Mental Health & Wellbeing Annual Report	DVC & Provost and Chief Operating Officer & Registrar	Approval	1400 <i>25 mins</i> BT/25-26/038
12.	Report from Infrastructure Planning Committee (5 February 2026)	Chair of IPC	To note	1425 <i>10 mins</i> BT/25-26/039
13.	Report from Finance and Investment Committee (26 February 2026)	Chair of FIC	Approval	1435 <i>10 mins</i> BT/25-26/040
14.	Report from the Audit and Risk Committee (2 March 2026)	Chair of ARC	Approval	1445 <i>10 mins</i> BT/25-26/041
15.	Report from Nominations Committee (13 March 2026)	Chair of Nomco	To note	1455 <i>5 mins</i> BT/25-26/042
CONSENT ITEMS (questions to be submitted in advance)				
Consent items on the meeting agenda are pre-approved. If trustees have any specific questions about these items, we kindly request that they submit them in advance to the Governance Team, who can advise the Chair. The Chair will then determine how to address these items within the meeting.				
16.	University Secretary's Report	University Secretary	Approval	1500 <i>0 mins</i> BT/25-26/043
	a. Ordinance 4 – changes related to Finance and Investments Committee			
	b. Acceptance and Refusal of Donations Policy			
	c. Board Delegation Schedule			
	d. Student Complaints Annual Report			

	TITLE	PRESENTER	ACTION	TIMINGS & PAPER REFERENCE
17.	Access and Widening Participation Plan	DVC and Provost	Approval	<i>0 mins</i> BT/25-26/044
18.	University of Bristol Annual Statement on Research Integrity	DVC and Provost	Approval	<i>0 mins</i> BT/25-26/045

Any Other Business				
19.	Any Other Business			1500
20.	Date of Next Meeting:			
	Friday 22 May 2026 – Burges Salmon			