



## MEETING OF THE BOARD OF TRUSTEES

FRIDAY 23 MAY 2025  
FRY BUILDING, 0900 - 1600

### DRAFT MINUTES

**Present:** Ms O Adesanya, Mr M Allan, Mr S Boyd, Mr J Boyer (Chair), Ms J Cecil, Ms L Collins, Mr L Coppi, Professor I Craddock, Professor N Edwards, Ms J Huggins, Mr N Joicey, Mr N Keveth, , Ms X Levantis, Mr F Quek, Mr S Robertson, Professor J Squires (Deputy Vice-Chancellor and Provost), Professor Dame M Welham.

**In attendance:** Mr Michele Acuto (Pro Vice Chancellor, Global Engagement) – Items 6 & 7, Mrs Shirlene Adam (Group Finance Director), Mr James Bigwood (Chief People Officer) – item 12, Miss Gurvin Chopra (Postgraduate Education Officer) – Item 16, Dr Alison Evans (Director of Research Contracts, Compliance and Governance) – item 10, Mr Michael Flay (University Secretary and Director of Governance), Mr Oliver Geidel (Associate Director - Research Contracts & Compliance) – item 10, Miss Bakhtawar Javed (International Students Officer) Item 16, Mrs Victoria Jones Parry Executive Director of Strategic Planning & Transformation) – Item 8, Mr Craig Nowell (Chief Property Officer) – Item 12, Miss Lucy Pears (Student Living Officer) – Item 16, Mrs Lucy Penrose (Deputy Head of Governance and minutes), Mr Jason Parr, (Director of Health & Safety) – Item 12, Lucinda Parr (Chief Operating Officer and Registrar), Miss Katie Poyner (Union Affairs Officer) – Item 16, Mr Aubrey Slade (Strategic Finance Director) – Item 9, Mrs Clare Smith (interim General Counsel) – for item 6, Miss Mia Stevens (Undergraduate Education Officer) – Item 16, Mrs Laura Trescothick-Martin (Associate Director of Legal Services) – item 11, Mr Peter Vermeulen (Chief Financial Officer), Miss Linlu Ye (Equality, Liberation and Access Officer) – Item 16

**Apologies:** Professor A Carr, Ms G Bowen, Professor E Welch Ms L Lambert

#### 1. WELCOMES, APOLOGIES AND ANNOUNCEMENTS

1.1 The Chair welcomed members to today's meeting.

#### 2. DECLARATIONS OF INTEREST

2.1 There were none.

#### 3. MINUTES OF PREVIOUS MEETING

3.1 RECEIVED and **APPROVED:** the minutes from the 27 and 28 March 2025 development day and meeting of the Board of Trustees as a true and accurate record (*on file*).

#### 4. ACTIONS & MATTERS ARISING

4.1 RECEIVED and **NOTED:** the Board action register (*on file*). All actions were now closed.

#### 5. CHAIR'S REPORT (ref BT/24-25/044) (*on file*).

5.1 RECEIVED and **NOTED:** the Chair's Report, the Board forward plan for 24/25 and the Risk Assurance Map.

*Clare Smith joined the meeting  
Michele Acuto joined the meeting*

#### 6. EXECUTIVE REPORT

6.1 RECEIVED and **NOTED:** paper ref: **BT/24-25/045** (*on file*).

6.2. **DISCUSSED:** the Immigration White Paper and the Supreme Court ruling:

Immigration White Paper

6.2.1 The Board discussed the government's immigration white paper and a proposed 6% levy on international student tuition. This could cost the sector £260m annually; **REDACTED** [Section 43 – trade secrets and prejudicial to commercial interests].

6.2.2 Compliance requirements were tightening. While not expected to affect UoB materially, the administrative burden would increase. A full systems audit by external consultants was planned for the summer.

6.2.3 On international agents, UoB was ahead of peers, having signed the agent's framework and strengthened assessment processes. However, rising agent fees remained a concern.

6.2.4 Transnational education was excluded from the levy.

Supreme Court ruling

6.2.5 The Board discussed the recent Supreme Court judgment clarifying the legal definition of "sex" under the Equality Act 2010. While the ruling offered legal clarity, the practical implications remained uncertain pending updated statutory guidance. The EHRC had issued interim guidance, which the University would follow until the revised Code of Practice was finalised. The Board emphasised the need for clear communication: the University did not take a position on the ruling itself but was focused on supporting staff and students who may be affected.

6.3 Other matters discussed were:

6.3.1 **DISCUSSED:** **REDACTED** [Section 43 – trade secrets and prejudicial to commercial interests] Funding would prioritise high-cost, strategically important areas such as nursery education, midwifery, allied health, and STEM, amongst others. The University was well positioned due to its alignment with the government's industrial strategy. New global funding opportunities, particularly to attract international research talent, were expected to be announced in June. Preparations were underway to submit strong bids in areas of strength, including AI, quantum, and cybersecurity. The bespoke Global Visiting Professorship Scheme was noted as a positive step in strengthening the University's research environment and culture.

6.3.2 **DISCUSSED:** recent developments from the UK–EU Reset Summit, including a renewed commitment to UK association with Erasmus+ and discussions on youth mobility and bilateral relations. The University would engage closely with the government on Erasmus+ opportunities, given the clear benefits to students and staff.

6.3.3 **DISCUSSED:** the national suicide prevention paper, which aligned with Prof Edward Peck's March presentation to the Board. Some media criticism had focused on perceived gaps around duty of care. The COO and Registrar provided an update on the ongoing review of student mental health and wellbeing services.

6.3.4 **DISCUSSED:** the Professional Services Transformation Programme, specifically: open discussions on trust across the University were highlighted as vital. Operations Board had recently approved an institutional approach to a service catalogue, supporting clarity and accountability through key metrics. While some headline conversations remained challenging, overall progress was positive. Many initiatives were rated 'Green' and moving into delivery, though difficult decisions remained – for example exiting complex lease agreements. University Executive Board was supporting thematic area-based discussions. Staff concerns were being noted, but there was an ongoing constructive and solution-focused response across different university communities.

6.3.5 **DISCUSSED:** the fact that student admissions were being closely monitored using robust weekly metrics at both macro and micro levels. A dashboard was also being developed by Strategic Programmes and Projects to support this work. Continuous monitoring informed ongoing improvements to admissions processes.

Sector financial challenges

6.4 **DISCUSSED:** the significant challenges facing the higher education sector, with concerns that some universities may face failure without radical action. Specifically, the following was discussed:

6.4.1 Whether there were more transformative options being considered sector-wide. It was noted that Universities UK (UUK) was leading a Transformation and Efficiency Taskforce, expected to publish evidence-based recommendations this summer. The Board emphasised the importance of the sector proactively addressing these challenges ahead of the upcoming Spending Review. It was noted that key areas under exploration included sector-led improvement through structural changes such as shared services, joint procurement, collaborative academic provision, and common frameworks for benchmarking and resource pooling. These initiatives faced complexity due to competition laws and regulatory compliance (CMA, Charity Commission, OfS), with ongoing dialogue on possible government reforms to clarify collaboration boundaries. Additionally, UUK was examining options to maximise estate value and was providing guidance on mergers, federations, and group structures as potential strategic responses.

6.4.2 Whether there were open discussions being had between University Chairs about sector restructuring. It was noted that competition laws (CMA) limited candid talks, but there was interest. The Board noted that devolution offered a chance to better align HE and FE skills with regional industrial needs. The University was collaborating with regional partners e.g. WECA, to shape the West of England's skills and growth strategy.

6.4.3 **REDACTED** [*Section 43 – trade secrets and prejudicial to commercial interests*]

6.4.4 The overseas student levy and whether it would likely be reinvested into HE and skills, and also if the University could influence this to offset the levy's impact. It was noted that the University was well positioned to benefit from alignment with the industrial strategy. In order to capitalise on new investment opportunities and offset previous funding reductions, the University would continue to focus strategically on key research and educational areas, leveraging top-down funding effectively.

6.4.5 The Board noted increased work with industry to attract capital investment beyond grants and tuition fees. While not a major profit source, this third revenue stream supported diversification. Emphasis was placed on focusing on strengths aligned with the University's charitable mission. Genuine margins would take time to stabilise, but short-term industry partnerships should help bolster revenue.

6.4.6 The Audit and Risk Chair noted the risk has crystallised and urged its inclusion in risk analysis. The CFO confirmed scenario planning is in progress. It was noted that sector stability may improve if some universities exited.

6.4.7 The Board emphasised the importance of addressing potential risks proactively to strengthen confidence in the University's core strengths. The CFO's budget paper effectively highlighted these risks, enabling timely mitigation efforts.

6.4.8 The business school was confirmed as a critical component of the University's forward strategy, particularly for Temple Quarter, despite challenges posed by flat or declining student numbers. The Board encouraged the Executive to be even more candid and comprehensive than they already were being, in communicating the challenges faced, including clear plans for various scenarios.

6.4.9 The DVC reported that a UCU industrial action ballot had been initiated **REDACTED** [Section 43 – trade secrets and prejudicial to commercial interests]. Modelling of potential impacts from strikes was underway. The Board was advised that further updates would be provided as discussions progressed and as more significant measures may need to be implemented.

#### Admissions update

6.5 **RECEIVED** and **DISCUSSED**: an update on 'live' admissions data (*PowerPoint slides on file*).

6.5.1 **REDACTED** [Section 43 – trade secrets and prejudicial to commercial interests] Positive growth in TQ related subjects was highlighted, confirming that the strategy and investments in this area are on the right track.

6.5.2 The PVC Global Engagement confirmed that he was currently revisiting some of the tuition fees and undertaking modelling in this regard.

6.5.3 It was **AGREED** that to enhance the admissions updates to Board, the Executive would disaggregate student origin data to show diversity by country, rather than grouping under 'rest of the world.' The Board also emphasised the need to accelerate market diversification.

**ACTION:** DVC & Provost

6.6 In summary, the Board emphasised the need for the Executive to boost confidence in the University's strategic direction. While the strategy was well supported, thoroughly discussed, and stress-tested, there was a call to clearly articulate and regularly revisit its underpinning assumptions, alongside providing more granular data. It was noted that the Board continually questioned whether enough was being done and if actions should be accelerated, recognising the Executive's focus on proactive planning rather than reactive measures. The Chair praised the high quality of debate within the Board, noting that it was ahead of many other institutions.

*Clare Smith left the meeting*

## **7. PROJECT MANGO**

7.1 **REDACTED** [Section 43 – trade secrets and prejudicial to commercial interests]

7.2 **DISCUSSED**: the progress, and any elements of the organisation of the campus, including with respect to the planned delivery timeline. Specifically:

7.2.1 The nature and track record of the partner involved in the project **REDACTED** [Section 43 – trade secrets and prejudicial to commercial interests] The partnership was also de-risked by the University retaining full control over academic quality, delivery, research, IP, and marketing. Rigorous vetting and financial audits were ongoing, with similar scrutiny from Indian regulators. A summary update would be presented to Finance and Investment Committee on 20th June.

7.2.2 The Infrastructure Planning Committee recently reviewed the programme and expressed support. They requested early establishment of business-as-usual governance and clarity on the offer, noting it will not fully replicate the Bristol experience (e.g., no student accommodation included). **REDACTED** [Section 43 – trade secrets and prejudicial to commercial interests] Detailed financial aspects would be considered by the Finance and Investment Committee at its meeting on 20<sup>th</sup> June.

7.2.3 The Board sought assurance on timelines, local staffing skills, and mitigation plans. Questions were raised about simultaneous student and staff recruitment and employment responsibility. **REDACTED** [Section 43 – trade secrets and prejudicial to commercial interests]

7.2.4 The Board received assurance that robust governance structures would be in place to maintain student quality and ensure the educational experience aligned with Bristol

standards, thereby managing reputational risk effectively. It was acknowledged that fostering a strong sense of culture and belonging among new staff, managers, and the Dean—particularly in a remote setting—would be a key challenge.

7.2.5 There was a discussion about how governance beyond the PVC level would integrate with TNE oversight, including AQPO involvement. It was confirmed the institution would maintain the same quality standards under the same governance framework.

7.2.6 The Finance and Investment Committee (FIC) had also reviewed the proposed partnership and joint venture model, raising detailed questions regarding the motivations of the partners and the scope of due diligence undertaken. Further information on these areas would be provided and discussed at the next FIC meeting on 20th June.

7.2.7 The Chair of FIC acknowledged the rationale behind the partnership but highlighted key challenges raised by trustees. **REDACTED** [Section 43 – trade secrets and prejudicial to commercial interests] Trustees also sought assurance regarding the delivery partner's teaching expertise and track record. The Committee requested stronger evidence on these points in the next iteration of the proposal at its meeting on 20<sup>th</sup> June. It was also **AGREED** that other Board members would be invited to join the meeting on 20<sup>th</sup> June, should they wish to.

**ACTION:** PVC Global Engagement

7.2.8 Further, the Board suggested that FIC should consider not only the financial cost but also the opportunity cost of Project Mango, questioning what initiatives the University may be foregoing due to resource constraints. The Board emphasised the importance of the conversion rate to the project's economic viability and requested examples from other universities on how conversion risks had been mitigated. These points should be addressed in the next iteration of the paper to FIC.

**ACTION:** PVC Global Engagement

7.2.9 The Board noted the transition into the implementation phase of Temple Quarter while considering a similar initiative overseas in Mumbai. **REDACTED** [Section 43 – trade secrets and prejudicial to commercial interests] The Board received assurances from the Executive around the management of these risks; however, they emphasised the continued importance of vigilant risk management to avoid overextension.

7.2.10 The Chair of the Audit and Risk Committee emphasised that she was satisfied with the assurance plan and agreed to stay informed as the project evolves and risks emerge, deciding if further ARC review was needed. The Chair expressed comfort with the current arrangements.

7.2.11 It was noted that the project aligned well with Strategic Goal 2 (attracting students) and Strategic Goal 4 (addressing educational diversity), both previously approved by the Board as part of the wider 2030 Strategy.

7.3 The DVC and Provost highlighted that the proposed Mumbai enterprise campus presented a significant opportunity to enhance the University's global reputation and profile. Aligning the launch with the University's 150th anniversary in 2026—alongside the opening of Temple Quarter—would strengthen the institution's global civic presence and narrative, reinforcing its strategic ambition for the next 150 years.

## **8. INTERNATIONAL ENGAGEMENT**

8.1 **RECEIVED** and **NOTED:** **paper ref BT/24-25/046b**, and PowerPoint slides (*on file*).

8.2 The PVC Global Engagement provided an update specifically on international partnerships, highlighting a focused list of priority countries now guiding activity.

8.3 The integration of the brand team from the outset was welcomed. Trustees noted the importance of aligning civic ambitions with a clear sense of place. In relation to Project

Mango, it was agreed that while the financial exposure was limited, the next iteration to Finance and Investment Committee on 20 June should include a downside scenario analysis and exit strategy, as discussed earlier.

- 8.4 Trustees supported the strategic approach, encouraging greater articulation of how partnerships aligned with both educational and research strengths. It was noted that the project was as much about enhancing research and attracting in-country investment as it was about education. A future update should map the full pipeline from brand and market focus to partnership outcomes and returns, including student recruitment and rankings. Trustees also suggested exploring opportunities in the US and revisiting whether collaboration partners aligned geographically with the University's market priorities.

*Michele Acuto left the meeting  
Vicki Jones Parry joined the meeting*

## **9. SPRING 2025 STRATEGY PERFORMANCE REPORT**

- 9.1 **RECEIVED** and **APPROVED**: the report and actions (**BT/24-25/047**) (*on file*)).
- 9.2 **DISCUSSED**: the contents of the report, including an assessment of current and projected performance, with a focus on: Student recruitment and falling OPGT demand and Achieving UK Top 10 and World Top 50 ambitions. Areas showing current green but forecast amber status were explained, reflecting emerging risks.
- 9.3 Positive results were noted in PTES (95% satisfaction) and PRES (85% satisfaction, up from 80%), seen as encouraging indicators. Goal 8 (Local Civic) was highlighted as increasingly important, particularly in relation to regional engagement and skills agendas. A dedicated Board session on Global Civic was planned for October 2025.
- 9.4 Wellbeing indicators remained amber due to ongoing student mental health challenges and expected staff anxiety during structural changes. These were being actively managed and monitored.
- 9.5 The TEF Gold award was recognised as a critical element for Top 10 ambitions; however, it was noted that SPI metrics would take time to reflect this. Recent narrative updates had been shared with the Board, and further updates would follow. The PowerBI reporting was commended for its clarity and quality.

*Vicki Jones Parry left the meeting  
Shirlene Adams and Aubrey Slade joined the meeting*

## **9. ANNUAL BUDGET AND FINANCIAL FORECASTS**

- 9.1 **RECEIVED** and **APPROVED**: the 2025/26 annual budget paper, and financial forecasts for the subsequent four years, including a PowerPoint presentation on liquidity (**BT/24-25/048**) (*both on file*)).
- 9.2 **DISCUSSED**: the 2025/26 annual budget, and the financial forecasts for the subsequent four years. The submission had been reviewed and was recommended by the Finance and Investment Committee (FIC) for approval by the Board.
- 9.3 **NOTED**: what had changed since the FIC meeting in early May. Notably recruitment changes, and recent government announcements.
- 9.4 **NOTED**: that University Executive Board would carry out scenario planning over the summer to prepare for potential downside student recruitment scenarios, with decisions to be made in September/October once actual numbers were known.
- 9.5 Trustees queried the impact of public sector pay settlements: while HE was not directly linked, disparities (e.g. HE at 1.4% vs. school teachers at 4%) could create relational challenges.

9.6 It was noted that there was a strong focus on improving working capital management. Work was underway to understand and tighten controls, including student debt collection and exploring incentives for earlier payments.

9.7 **REDACTED** [Section 43 – trade secrets and prejudicial to commercial interests]

9.8 It was noted that Finance & Investment Committee supported the approach to growth, recognising that contingency planning was in place.

9.9 A presentation on liquidity challenges was provided by the Group Finance Director, highlighting areas requiring close attention.

9.10 **APPROVED** on the recommendation of the Finance & Investment Committee: the 2025/26 annual budget and the financial forecasts for the subsequent four years.

Revolving credit facility

9.11 **REDACTED** [Section 43 – trade secrets and prejudicial to commercial interests]

9.12 **REDACTED** [Section 43 – trade secrets and prejudicial to commercial interests]

9.13 **REDACTED** [Section 43 – trade secrets and prejudicial to commercial interests]

9.14 The Board agreed that, provided long-term cash rebuilding remained on track **REDACTED** [Section 43 – trade secrets and prejudicial to commercial interests] this represented a prudent approach.

9.15 **APPROVED** on the recommendation of the Finance & Investment Committee: **REDACTED** [Section 43 – trade secrets and prejudicial to commercial interests]

*We propose the following persons are authorised to execute finance documents **REDACTED** [Section 43 – trade secrets and prejudicial to commercial interests] as and when required:*

- *Any two of the following acting together: The Vice Chancellor, Deputy Vice Chancellor, Chief Operating Officer, Chief Financial Officer.*

**REDACTED** [Section 43 – trade secrets and prejudicial to commercial interests] *This proposal has been reviewed and is recommended for approval by the Finance and Investment Committee (FIC).*

*Mark Allan left the meeting  
Shirlene Adams and Aubrey Slade left the meeting  
Oliver Geidel and Alison Evans joined the meeting*

## **10. TRUSTED RESEARCH AND FOREIGN INFLUENCE REGISTRATION SCHEME**

10.1 RECEIVED and **DISCUSSED**: the proposed efforts to manage Trusted Research and the Foreign Influence Registration Scheme at UoB: paper ref: **BT/24-25/049** and PowerPoint slides (*on file*).

10.2 The Board discussed the University's approach to Trusted Research and compliance with the Foreign Influence Registration Scheme (FIRS). Assurance was given that training was being embedded into existing mandatory systems to enable monitoring, with University Executive Board considering implications of non-compliance.

10.3 High-risk research and international collaborations were being tracked, with targeted engagement in sensitive areas. Trustees emphasised the need to embed awareness beyond academic staff – including travel, procurement, and policy processes. Cultural

change and stronger communication were seen as essential. Tailored training support was available for schools and faculties.

*Oliver Geidel and Alison Evans left the meeting*

## **11. UNIVERSITY SECRETARY'S REPORT**

### **A. FREEDOM OF SPEECH CODE OF PRACTICE**

- 11.1 This item was withdrawn to align with the reporting to the Board of the Annual Report on Freedom of Speech, and would be discussed at the 18<sup>th</sup> July Board meeting.

### **B. ORDINANCE 6 AMENDS**

- 11.2 RECEIVED and **APPROVED**: on the recommendation of Senate, the amendments to Ordinance 6, paper ref: **BT/24-25/050** *(on file)*.

*Jason Parr and James Bigwood joined the meeting*

## **12. STAFF HEALTH, SAFETY & WELLBEING ANNUAL REPORT 2024/25**

- 12.1 RECEIVED and **APPROVED**: paper ref: **BT/24-25/051** *(on file)*.

- 12.2 The Board discussed the key risks and mitigations in the annual report. Priority risks include fire, asbestos, radiation, and other high-impact hazards. Assurance was given on competency, with increased capacity in the Campus team and deep dives underway into asbestos and fire safety, aligned with the Modern Network programme.

- 12.3 Workplace stress, particularly during organisational change, was highlighted as a key area of focus over the next 12–18 months. **REDACTED** [*Section 43 – trade secrets and prejudicial to commercial interests*] It was noted that the service would be reviewed for effectiveness and awareness, with consideration of re-procurement to ensure better support for staff and to ease demand on counselling services.

- 12.4 The Board noted emerging risks beyond workplace stress, including the increasing complexity of research projects involving multiple stakeholders and the fast-paced use of AI, particularly where AI was being used for risk assessments, highlighting the need for staff to maintain ownership and understanding of local risks. Occupational Health was also experiencing growing pressure due to a rise in complex mental health cases post-COVID. Work was underway to assess and build the skills needed to manage these evolving risks effectively.

- 12.5 The Board noted that the Audit and Risk Committee (ARC) had reviewed health, safety and wellbeing in depth through internal audit reports. Reasonable assurance had been provided on the design effectiveness of controls, however, ARC emphasised the need for further work on the operating effectiveness of those controls. In terms of wellbeing, reasonable assurance was also noted, with recognition that significant work was still ongoing. The Board was assured that ARC continued to closely monitor progress, acknowledging the wide range of measures being implemented to improve wellbeing across the University.

- 12.6 **APPROVED**: the Staff Health, Safety and Wellbeing Annual Report 2024/25.

*Jason Parr and James Bigwood left the meeting*

## **13. REPORT OF FINANCE & INVESTMENT COMMITTEE**

- 13.1 RECEIVED and **DISCUSSED**: the FIC report, paper ref: **(BT/24-25/052)** *(on file)*.

- 13.2 **APPROVED** (*earlier on the agenda*): on the recommendation of the Committee the approval of the submission of the 2025/26 annual budget, and the financial forecasts for the subsequent four years.
- 13.3 **APPROVED**The following persons authorised to execute finance documents, as and when required: *Any two of the following acting together: The Vice Chancellor, Deputy Vice Chancellor, Chief Operating Officer, Chief Financial Officer.*
- 13.4 **REDACTED** [*Section 43 – trade secrets and prejudicial to commercial interests*]
- 13.5 **APPROVED**: on the recommendation of the Committee modifications to the to remove the requirement for the compliance certificate to be externally audited.
- 13.6 **APPROVED**: on the recommendation of the Committee approval of the Student Residential Strategy.
- 13.7 **NOTED**: the remainder of the report.

**14. REPORT OF INFRASTRUCTURE PLANNING COMMITTEE**

- 14.1 RECEIVED and **NOTED**: the IPC report to Board, paper ref:(**BT/24-25/053**) (*on file*).

**15. REPORT OF THE EEDI OVERSIGHT COMMITTEE**

- 15.1. RECEIVED and **NOTED**: the EEDI Oversight report to Board (**BT/24-25/054**) (*on file*).

*The Sabbatical Officers joined the meeting*

**16. SU SABBATICAL OFFICERS PROGRESS UPDATE**

- 16.1 RECEIVED and **NOTED**: the progress update from the Sabbatical Officers in respect of their objectives at the end of this academic year (*PowerPoint slides on file*).
- 16.2 The Board thanked the Sabbatical Officers for a successful year and for their hard work.

*The Sabbatical Officers left the meeting*

**\*\*CONSENT ITEMS\*\***

**17. INTERNATIONAL EDUCATION PLAN**

- 17.1 RECEIVED and **NOTED**: paper ref **BT/24-25/046b** (*on file*).

**18. STUDENT RESIDENTIAL STRATEGY**

- 18.1 RECEIVED and **APPROVED**: paper ref **BT/24-25/055** (*on file*).

**19. REPORT OF THE REMUNERATION COMMITTEE**

- 19.1 RECEIVED and **NOTED**: paper ref **BT/24-25/056** (*on file*).

**20. ANNUAL QUALITY ASSURANCE REPORT 2023/24**

- 20.1 RECEIVED and **APPROVED**: paper ref **BT/24-25/057** (*on file*).

**Date of next meeting: 18 July 2025**