

UNIVERSITY OF ABERDEEN

UNIVERSITY COURT

MINUTES OF MEETING HELD ON 21 NOVEMBER 2023

Present: Julie Ashworth
Martin Barker
Eleanor Bentley
Susan Bodie
George Boyne
Martina Chukwuma-Ezike (in the Chair for Minutes 44 to 45)
Owen Cox
Iain Grant
Luke Halliday
Vanessa Mabonso Nzola
Gary McRae
Helen Martin
Lyndsay Menzies for Minutes 44 to 66
Caryn Miller via Teams for Minutes 44 to 70
Anne Minto
Charlotte Pope-Williams
Alison Rankin
Joachim Schaper
Diane Skåtun
Otto Thoresen
Robert Traynham via Teams for Minutes 55 onwards
Adaku Ufere
Neil Vargesson
Sai Shraddha S Viswanathan
Ilia Xypolia

In attendance: Iain Torrance KCVO

Senior Management Team members:

Nick Forsyth for Minutes 52 to 56
Karl Leydecker
Tracey Slaven (as University Secretary & Chief Operating Officer)
Ruth Taylor for Minutes 79 to 80
Mark White

Clerk: Bruce Purdon

Apologies: Iain Mackay

WELCOME AND RECTOR'S REPORT

- 044 The Rector opened the meeting and presented her report (CT20231121_1) to Court on activities that she had undertaken since the last meeting. The Rector and Senior Governor both noted that Ruth Taylor, Vice-Principal (Education) was to retire from the University prior to the Court's next scheduled meeting in February. The Court recorded its appreciation and thanks for the significant contribution that Ruth had made to the University, in particular to education and the student experience, as evidenced by the high ranking attained in the National Student Survey.

DECLARATIONS OF INTEREST AND REMINDER OF COURT AND MEMBER RESPONSIBILITIES

- 045 The Court noted the standing reminder of the responsibilities of Court and members as charity trustees (CT20231121_2). Owen Cox declared an interest in items on the agenda as a Trustee of the University of Aberdeen Superannuation and Life Assurance Scheme.

MINUTES

- 046 The minutes of the meeting held on 26 September 2023 were approved (CT20231121_3).
- 047 A note of the key points of feedback from the Court Strategy Day, 27 September 2023, was approved subject to clarifications being added as follows:
- To note that discussions were conducted in groups and that not all points discussed within those groups were captured in the plenary feedback.
 - Strategic Challenge 1 – to add a note regarding the need for more data in this context.
 - Strategic Challenge 2 – that special collections items should be considered as part of asset realisation reviews.
 - Strategic Challenge 3 – to clarify that alignment of resources and efficiencies had to be consistent with the University's charitable objectives.

ACTION LOG AND MATTERS ARISING

- 048 The Court received and noted a report on the updated Court Action Log (CT20231121_4). No matters arising were noted.

REPORT FROM THE SENIOR GOVERNOR

- 049 The Senior Governor provided a report to Court on meetings and activities she had undertaken since the last meeting (CT20231121_5). In discussion, the Senior Governor reported further on the recent UK Committee of University

Chairs meeting that she had attended, noting that a number of institutions, including some Russell Group universities, were reporting reductions in international student recruitment and concern at the financial implications of this for the UK higher education sector.

REPORT FROM THE PRINCIPAL AND UPDATE ON HE SECTOR/OPERATING CONTEXT

050 The Court received a written report (CT20231121_6) on developments within the University and in the wider higher education sector, which the Principal supplemented with an oral report.

051 The key points noted from the Principal's report to Court were:

- The Principal agreed that universities needed to be more vocal on how serious the challenge of declining international student numbers was for the sector but added that he expected that such a debate would come. It was confirmed that both Universities UK and the Scottish Funding Council were gathering information on the extent of the student recruitment challenge. In the meantime, there was anecdotal evidence to suggest that a significant number of Scottish universities had experienced similar percentage declines in internal student recruitment to those reported by the University.
- The Principal noted that industrial relations in the sector were now more settled but that the Spring would see discussions around the pay award begin. These were likely to be challenging for the sector, although it was hoped that there would be a desire amongst all parties to end the cycle of disputes that the sector had experienced in recent years. An additional factor was that the pension costs of many of the 'Post-92' universities, who were not part of the Universities Superannuation Scheme, were now increasing, which might influence their position on the level of affordability of pay awards.

UPDATE ON RESEARCH STRATEGY AND RESEARCH EXCELLENCE FRAMEWORK

052 The Court received a paper which provided an update on the implementation of the University's research strategy and the Research Excellence Framework (REF) Action Plan (CT20231121_7). The Court was also provided with a brief reminder on the structure of the Research Excellence Framework 2028 and the funding that was driven by the outcome of that exercise.

053 The Court discussed a number of issues arising from the report but also from other finance papers included on the agenda. These included:

- The steps being taken in the REF Action Plan around institutional research culture and what the characteristics of a strong research culture were. It was questioned to what degree this had contributed to the University's

drop in REF 2021 performance and the extent to which research culture could be measured by metrics.

- In response to questions regarding decisions referenced in other papers to pause or reduce funding for certain aspects of the REF Action Plan, such as the Visiting Scholar Scheme and Conference Attendance Support, it was explained that this had been due to a lack of evidence of their impact on research performance.

054 The Court agreed that once the revised rules for REF 2028 were confirmed, that it should receive a further report on the REF Action Plan which outlined how the University was deploying resource for investment in research strength and an assessment of whether the University was on track to achieve its objectives for improvement in research performance.

ANNUAL STATEMENT ON RESEARCH INTEGRITY

055 The Court received the Annual Statement on Research Integrity for academic year 2022/23 (CT20231121_12.4). The Court discussed:

- The process for the Research Misconduct Policy and the extent to which the University's Policy Review Group had been engaged with this.
- Numbers of misconduct cases. These had seen a small rise in number but a large percentage increase, although it was noted that an increase could also be a sign of a positive culture of reporting.
- That it was recognised that ethics was not about quality of research and that the Vice-Principal for Research would reflect on the approach to ethical review procedures in research given that their relevance to projects varied between disciplines.
- That due to workload pressures, the University had not opted to include case studies in the statement.

056 The Court approved the annual statement for publication.

FINANCE AND PLANNING

FINANCIAL POSITION AND DEVELOPMENT OF RECOVERY PLAN

057 The Court received a paper (CT20231121_8.1) on the current position and an initial high-level forecast for the University for the current financial year (2023/24) following the October 2023 student registrations, incorporating also a report on management's actions to address the resulting financial impact. The report supplemented an initial informal briefing for Court members on the University's financial position held on 24 October 2023.

058 The paper reported that:

- Tuition fee income was consistent with 2022/23 i.e. no annual growth. In budgetary terms, there was a resulting shortfall in tuition fees against budget of £13m, with the main shortfall relating to the international postgraduate taught (PGT) intake (£10m).
- Additional financial pressures and other budget shortfalls of £4m, including a downward adjustment of the January 2024 international PGT intake target in similar proportion to the September 2023 intake – resulted in an overall projected deficit of £17m against the budgeted deficit of £3.9m.
- A Financial Recovery Plan to ensure financial sustainability was being developed to:
 - (i) address as far as possible the 2023/24 budgetary position.
 - (ii) address the three-year horizon through a reworking of the 2024/25 and 2025/26 budgets. This would need to reflect lower assumptions about growth from international fee income than previously envisaged, as well as plans for growth and diversification of other revenue streams. These would include commercial and philanthropic income, and income from expansion of transnational education. The budgets for 2024/25 and 2025/26 were expected to also need to incorporate lower staffing and operating costs in light of the lower projected decrease in revenue.
- In this context, as a set of initial steps, the paper therefore set out £9m of savings and additional revenue to reduce the budget gap position from £17m to £8m. From this, the Senior Management Team were proposing a deficit position of between £10m to £12m for 2023/24. This would, however, be in breach of the University's loan covenant and a relaxation or renegotiation with lenders of the terms of that covenant would be required. Informal discussions with lenders had been undertaken and would now be formalised.
- The external auditors had confirmed that they could not issue a full audit opinion on the 2022/23 Annual report and Financial statements, in particular with regard to going concern and the covenant position, until the January 2024 student registrations were confirmed and the University's further discussions with lenders had concluded. The Scottish Funding Council (SFC) had, therefore, been contacted and they had agreed to an extended deadline for filing the 2022/23 Annual Report and Financial Statements (extended from 31 December 2023 to 31 March 2024).

059 The Court discussed the University's endowments and its asset base and whether the latter was providing an appropriate level of financial return. The Court was assured that Senior Management were reviewing this, which had led to the proposals set out in the paper to Court to sell certain assets that were not considered core to the University's activities. It was confirmed, however, that those assets aside, in broad terms the majority of assets were in use for teaching, research or student accommodation and therefore were delivering a return. In further discussion, it was also explained that undertaking further borrowing against assets to help service operational costs was not considered

a necessary or sustainable option without there also being significant revenue growth.

- 060 The Court discussed the University's bond finance. It was confirmed that the bond could only be used for revenue generating purposes and not operational recurrent costs such as staff. There was a risk of a financial penalty for a covenant breach, such as a recall of the debt, however, the Court was assured that discussions with lenders had been supportive although a renegotiation of the current terms of the bond might be required which in turn might result in increased cost of borrowing to the University.

ASSET SALES

- 061 The paper also set out a recommendation for the sale of surplus assets for sale to generate cash for investment. These were assets located outside core University campuses, buildings or land, that were not contributing to the core operations of the University and assessed as being of very limited risk of impacting on current or future operations. This included the Rowett South development land and further advice would be sought on whether this should be sold as one lot or in parcels. It was confirmed in discussion that a profit on sale versus book value against the group of assets concerned was anticipated. It was also confirmed that sale of assets from the University's special collections was a potential option but was not being considered at this stage.
- 062 The Court approved in principle the approach to the sale of the group of assets as listed in the paper and noted that the approval of the sale of specific assets would be agreed in accordance with the Schedule of Delegated authority by Senior Management Team or Finance and Resourcing Committee or Court as appropriate depending upon the sale price of each asset.

UPDATE ON SCHOOL OF LANGUAGE, LITERATURE, MUSIC AND VISUAL CULTURE (LLMVC)

- 063 The Senior Vice-Principal provided Court with an oral report on discussions that had commenced with the School of LLMVC regarding very low levels of recruitment to modern language degree programmes and the resulting structural deficit position and challenge to the School's financial sustainability.
- 064 It was noted that initial discussions with the School had commenced with a view to providing an opportunity for the identification of any creative options to address the structural deficit. A Steering Group had been established to oversee the work with the School and a consultation document was being prepared and expected to be shared with the School by the end of November and to be open for three months. Alongside this process of consultation on the proposals, it was necessary procedurally to initiate the formal consultation processes required by the University's Redundancy Avoidance policy and this was expected to begin in December.
- 065 In the discussion that followed as it related to the School, the key points noted were:

- It was confirmed that that any strategic decisions related to the School would include relevant data to enable an informed decision to be taken. In this context it was requested that the Court receive information on the impact that any decisions might have in areas such as the REF, student:staff ratios, and league table rankings.
- It was confirmed that Senior Management very much appreciated the importance of good communication with students, staff and trade unions given the potential for there to be uncertainty during this time.
- In response to questions regarding when discussions with the School commenced, it was confirmed that the Senior Management Team had felt it appropriate to have an initial discussion with the Court in September as part of its Strategy Day before engaging with the School.
- It was clarified that the change in date for a visit to the University by the Spanish Ambassador was not linked to recent media coverage of discussion with the School of LLMVC and that it was normal for the University to receive correspondence from a range of stakeholders.
- The possibility of legal action related to any decisions taken could not be ruled out, but it was noted that this was true of any decision taken by the Court or by the Senior Management Team and that it was imperative, as ever, to ensure the relevant University policies and procedures were followed as well as in accordance with the University's values.

066 It was noted that an additional meeting of Court had been called for 12 December to receive an updated Financial Recovery Plan which would include potential decisions in relation to the School of LLMVC. The Court discussed what the content and nature of the decisions sought at that meeting were expected to be, with several members noting the importance of there being choices and decision options. It was confirmed that the Senior Management Team intended to present a number of financial scenarios to Court. In further discussion by members, it was suggested that this should include a worst-case scenario and a clear outline of what the consequences of each scenario might be with both external stakeholders, such as the Scottish Funding Council or Lenders (including for any covenant breach), but equally for staff and students. Some members also suggested that it would be helpful to include information around what the University might look like at the end of the three-year horizon for recovery. In conclusion, it was confirmed to Court that the Senior Management Team would bring forward to Court:

- A proposed recovery plan which would consider both new revenue growth opportunities and cost management. This would include a range of revenue streams, including diversification away from campus based international student fees, the market for which was considered unlikely to improve markedly over the next three years. It was noted, however, that it was unlikely that any new revenue streams would be sufficient in the short-term to compensate for the reduction income from international campus-based student income. The paper, would therefore, need to include consideration of how to reduce costs, although there would be options and choices on how those reductions could be achieved for the Court to agree and direct the Senior Management Team to implement.

- That in relation to the School of LLMVC, the Court would be asked to consider the range of options to address the deficit and the particular challenges facing the School and give relevant delegation of authority to the Senior Management Team to implement the outcomes of the consultation within the boundaries set by Court. To inform its consideration, the Court would receive relevant data, any proposals from the Steering Group and any initial feedback from the consultative process with staff available at that point.
- It was confirmed that decisions if required regarding structure and shape of the University were a matter for Court and that removing degree programmes was a technical matter but a decision for Senate.

STUDENT POPULATION INTAKE REPORT FOR 2023/24 AND BUDGETARY IMPACT

- 067 The Court received a report (CT20231121_8.2) on the University's student intake and overall population as at 11 October 2023 and the associated budgetary implications which were discussed and considered in more depth in the preceding report on the financial position and recovery plan.
- 068 In discussion, it was noted that student numbers through the Qatar partnership had declined with demand in country considered to be levelling off. It was noted that if the Qatar Government decided to open the country to international students this would provide new opportunities for growth. Within the Scottish sector, the reduction in the University's home undergraduate student numbers was noted and the Court discussed what further steps could be taken to grow widening access student numbers.
- 069 The Court discussed a number of aspects of the University's processes for recruitment and admissions, including improvements in offer making and confirmation of acceptance to study (CAS). It was suggested that more information or data around conversion of applications/offers to entrants might be helpful to receive in future as an assurance to Court regarding the various steps, including use of external organisations, that had been implemented to support student recruitment. It was noted that the University would always welcome feedback from academic areas on how the procedures and processes for student recruitment could be enhanced. Confirmation was also provided on the responsibility for the student recruitment portfolio within the structure of the Senior Management Team. The Court also discussed the pricing strategy for tuition fees and the potential greater use of deposits for applicants as measures that might benefit student recruitment going forward.
- 070 [Note by Clerk – This section of the minute is confidential to members of Court].

PRESENTATION: UPDATE ON FUNDRAISING ACTIVITY AND APPROACH TO PREPARATIONS FOR NEXT CAMPAIGN

- 071 The Court received a copy of the presentation in advance of the meeting but the item was deferred to the February 2024 meeting when greater time was expected to be available for discussion.

ABERDEEN 2040 IMPLEMENTATION PLAN TO 2025: OPERATIONAL PLAN FOR 2023/24

- 072 The Court received an updated Aberdeen 2040 Operational Plan for 2023/24 (CT20231121_8.4), which had been refined following the formal business meeting of Court, and the Court Strategy Away Day, in September, and the Court briefing session which subsequently took place on 24 October 2023. The revised plan also considered the University's current financial position, and actions being taken in-year to address the shortfall in income against budget.
- 073 In discussion, regarding the reference in the Plan to the process being undertaken in respect of three Schools to identify savings, two members expressed their concern at the acceleration of that process and that without an overview of the position of all Schools they were unable to support the Plan as presented. In response, it was clarified that the budget presented to Court in June had articulated the financial contribution of all Schools and the section of the Plan referred to was signalling that there may be change processes in three Schools but that it was not seeking a Court decision at this point.
- 074 In further discussion, it was confirmed that the Plan's reference to new programme provision and a new campus in Qatar was limited at this point to exploration of the business case for this, not a commitment to either.
- 075 The Court approved the Operational Plan for 2023/24, with the exception of two members who asked for their disagreement with a specific section of the Plan regarding alignment of resources and efficiencies to be noted. In approving the Plan, the Court was also assured that the Senior Management Team recognised the need to adapt the Plan in response to circumstances should they change.

FINANCE AND RESOURCING COMMITTEE

- 076 The Court received a report on the main items of business considered by the Finance and Resourcing Committee at its meeting of 7 November 2023 (CT20231121_8.5).
- 077 The Court noted that the Committee had reviewed the University's Annual Procurement Report and had recommended it for approval (See Minute 97).
- 078 The Committee noted the other items in the report which included the Committee's approval under its delegated authority of:
- The sale of a plot of development land held by the Rowett Research Institute at the Rowett South site.
 - The Committee's revised Schedule of Business for 2023-24

EDUCATION

2040 STRATEGY: PRESENTATION ON EDUCATION IMPLEMENTATION PLAN

- 079 The Court received a presentation from the Vice-Principal (Education) on the Aberdeen 2040 Education Implementation Plan. The presentation covered the commitments to curriculum development under Aberdeen 2040, progress as measured against Key Performance Indicators and through external recognition, recent and future work on employability which was a particular area of focus, student satisfaction, continuation, attainment and the degree awarding gap, and future areas of focus and development.
- 080 The Court thanked the Vice-Principal (Education) for the presentation and again recorded its appreciation for her service to the University and extended its best wishes for her retirement.

REPORT ON PORTFOLIO AND PROGRAMME DEVELOPMENT

- 081 The Court received and noted a paper on Portfolio and Programme Development (CT20231121_9.2). Due to limited time for discussion, members were invited to share any comments with the University Secretary & Chief Operating Officer for further consideration by the Vice-Principal for Global Engagement.

ANNUAL REPORT/ACCOUNTS AND ASSOCIATED REPORTS

FINANCING (COVENANT/DEBT REPORT) FOR YEAR END 31 JULY 2023

- 082 The Court received and noted a paper which outlined the University's long-term financing and assessed compliance with both internal and external covenant (CT20231121_10.1). In particular, the Court noted that:
- The University had met both the internal and external debt service and gearing financial covenant tests for the financial year to 31 July 2023.
 - That due to the financial covenants being met for 2022/23 no further action was required but as separately reported the 2023/24 position was being considered.
 - The updated counterparty list of banks that the University can place funds with [as approved by the Audit and Risk Committee].

ANNUAL REPORT AND ACCOUNTS FOR THE YEAR END 31 JULY 2023 AND EXTERNAL AUDITOR'S REPORT

- 083 The Court received the draft Annual Report and Accounts for the Year End 31 July 2023 (CT20231121_10.2) and External Auditor's Report (CT20231121_10.3). The Court noted that the External Auditors were unable to issue a final audit opinion, in particular with regard to the going concern analysis/assurance, until the outcome of the University's January 2024 student intake was confirmed. As a result, the reports were provided to Court

for information and would be brought back for formal approval by Court once the External Auditor's had concluded that future review. The Annual Report and Accounts were not, however, expected to otherwise change materially from the version before Court. As had been noted earlier in the agenda, the Scottish Funding Council had agreed an extension to the deadline for submission of the Annual Report and Accounts.

- 084 In discussion, it was confirmed that the Annual Report did include information about sustainability which was consistent or better with higher education sector practice and given that the University was required to submit a separate, more detailed public sector report in this regard.

AUDIT AND RISK COMMITTEE REPORT TO COURT AND ANNUAL REPORT

- 085 The Court received the report from the Audit and Risk Committee which provided an overview of the business considered at its meeting of 2 November 2023 (CT20231121_10.4).
- 086 The Court noted that, with regard to the Annual Report and Accounts, the Committee had endorsed:
- The benchmarking of compliance with the Scottish Code of Good HE Governance;
 - The Internal Auditor's Annual Report and Opinion 2022-22; and
 - The Statement of Corporate Governance and Internal Control contained within the Annual Report.
- 087 The Court also received and approved the Audit and Risk Committee's Annual Report 2022/23 subject to the finalisation of the assurance statements in relation to the Going Concern Analysis and External Audit Findings 2022-23. In doing so, the Court confirmed that the report met the requirements laid out within the Higher Education Audit Committees Code of Practice and the Accounts Direction from the Scottish Funding Council in respect of the University's Corporate Governance Statement.

INTERNAL AUDITOR'S ANNUAL REPORT

- 088 The Court received and noted the Internal Auditors' Report for 2022/23 (CT20231121_10.5). In discussion, it was noted that the University had been assessed as having moderate assurance which was considered a good Internal Audit outcome.

SENATE REPORT

- 089 The Court received a report on the main items of business considered by the Senate at its meeting of 8 November 2023 (CT20231121_11.1).
- 090 In discussion, it was suggested that the report excluded some matters discussed by Senate that might be of relevance to Court. It was agreed this

would be checked but that a distinction needed to be drawn between references to Court made at Senate and matters of business for reporting to Court.

- 091 The Senior Governor reminded Court members that Senate minutes were available online and that they would be welcome to observe a Senate meeting and that the Clerk would circulate the dates of future meetings to them.
- 092 The Court, on the recommendation of the Senate, approved the draft Resolution 'Election of Readers and Lecturers to the Senatus Academicus' for further consultation with the General Council and to be made generally available within the University for comment as required by the Universities (Scotland) Act 1966.

GOVERNANCE AND NOMINATIONS COMMITTEE

- 093 The Court received a report on the key items of business considered by the Governance and Nominations Committee on 9 November 2023 (CT20231121_11.2).
- 094 The Court on the recommendation of the Committee approved:
- The Committee's updated Composition, Membership and Terms of Reference;
 - The proposed approach to maximum tenure for independent members, to recruitment of Court members and to the criteria for determining whether or not to offer a full or shortened term of office when re-appointing independent members as set out in the supporting paper;
 - The updated process for the annual Senior Governor performance review, subject to the wording being reviewed to ensure use of gender neutral language.

COMMERCIALISATION COMMITTEE

- 095 The Court received a report on the business considered by the Commercialisation Committee at its last meeting on 17 October 2023 (CT20231121_11.3).
- 096 The Court approved the Committee's revised Remit, Composition and Terms of Reference. The Committee Chair also reported that the Committee would welcome an opportunity to discuss with Court in greater depth the work of the Committee. This was noted for inclusion on a future Court agenda.

ANNUAL REPORT ON PROCUREMENT

- 097 The Court received and approved the University's Annual Procurement Report for submission to Scottish Government, subject to an alternative cover

page image being used (CT20231121_12.2). The report had also been reviewed and recommended to Court for approval by the Finance and Resourcing Committee.

MODERN SLAVERY & HUMAN TRAFFICKING STATEMENT

- 098 The Court received and approved the University's Modern Slavery and Human Trafficking Statement which, as required by legislation, had been revised and updated for publication annually (CT20231121_12.3).

ANNUAL REPORT ON HEALTH AND SAFETY

- 099 The Court received the annual Health and Safety Report for 2022-23 (CT20231121-12.5). Following discussion, it was agreed that the Court should receive more frequent reports on health and safety to provide it with further assurance and monitoring given its legal responsibilities as the employer. It was also suggested that reports should provide further detail on reportable incidents to help identify any common trends and benchmarking where relevant against wider sector data. It was also noted that the Audit and Risk Committee would include health and safety as an extended discussion item at a future agenda.

REPORT ON COURT AND COMMITTEE EFFECTIVENESS

- 100 The Court received a report on the reviews of Court and sub-committee effectiveness that had been undertaken over the course of summer 2023 (CT20231121_12.1). The reviews had included:
- An observation of a Court meeting and a meeting of Finance and Resourcing Committee, by the Head of Governance and Executive Support in June 2023;
 - A self-reflection session of Court at its June meeting;
 - Online questionnaires for Court and its committees (with the exception of Commercialisation Committee due to it being a new committee) that were completed by members as at August/early September 2023.
- 101 The paper outlined the key aspects of the University Court and its committees' performance and effectiveness over the preceding year with a comparison against the University of Aberdeen's effectiveness framework, adopted by Court on 21 June 2023. It concluded with a set of suggestions and considerations for Court's further review.
- 102 The Court discussed the low response in some areas to the questionnaire and noted that it being undertaken over the summer period may have been a contributory factor, together with it coinciding with a period of transition in committee memberships. It was suggested that Chairs would benefit from being able to see the free text comment responses for their committees

provided these were anonymous. It was noted that the Court would consider its effectiveness further in the self-reflection session after the meeting.

PARTNERSHIP, NEGOTIATING & CONSULTATIVE COMMITTEE

- 103 It was noted that a query regarding the accuracy of this report, which Court received for information, would be discussed out with the meeting with the University Secretary.

Note by Clerk: *Following the meeting, it was confirmed that the report required amendment and it was withdrawn from the Court Resources Area.*

DATE OF NEXT MEETING

- 104 Wednesday, 28 February 2024, 9am to 3pm, preceded by a Seminar on Tuesday, 27 February 2024 at 6.30pm. In addition, a further meeting of Court would be held on Tuesday, 12 December at 1.30pm to 3.30pm.

Note by Clerk:

Members of Court, with the Secretary present, then held a short self-reflection discussion to consider the effectiveness of the meeting.