

## **CARDIFF METROPOLITAN UNIVERSITY**

### **MEETING OF THE BOARD OF GOVERNORS: MONDAY, 8 JULY 2013**

#### **DRAFT MINUTES**

**Present:** Mr.P.R.Williams (Vice-Chair), Professor.A.J.Chapman (Vice-Chancellor & Principal), Mr.P.Davies, Dr.P.Easy, Ms.R.Foster, Mrs.M.Hassan, Mr.F.Holmes, Ms.A.Hutchinson, Mr.S.Kidwai, Rev. Canon R. Morrison, Dr.R.Smith, Mr.J.F.Thomas and Dr. M. Waring

**Attendance:** Ms.K.Beas (Students' Union Vice-President elect), Professor D.Brooksbank (PVC Enterprise), Mrs.J.Hare (Deputy Vice-Chancellor), Professor S.Hanton (PVC Research), Professor M. Loutfi (PVC International), Mr.A.Walker (Director of Development – item 1403 only), Mr.R.D.G.Walters (Clerk to the Governors) and Mr.M.J.Warren (Director of Finance)

**Welcome:** Before the commencement of formal business the Vice-Chair reported the unavoidable absence of the Board Chair and extended a welcome to Mr. Frank Holmes, independent governor, who was attending his first meeting of the Board of Governors since his appointment on 1 April 2013.

#### **1401. Apologies for Absence**

Apologies for absence were received from Miss B. Wilding (Chair), Baroness Finlay of Llandaff, Mr. G. Hardacre, Ms. S Hay, Mrs. A. Hayes, Mr. S. Mathur and Dr. G.N.J. Port.

#### **1402. Declarations of Conflict of Interest**

There were no declarations of conflict of interest.

#### **1403. Presentation on Philanthropic Giving**

Subsequent to the Chair's report to the Strategic Planning & Performance Committee (SPPC) on 14 May 2013 on the business of the April 2013 CUC Plenary (SPPC Minute 731 of 14 May refers), the Director of Development gave a presentation on philanthropic giving in the higher education sector.

It was reported that the University had opened its Development & Alumni Office at Cyncoed in January 2009 with the purpose of developing alumni relations and fundraising. Building on the achievements since 2009, which had generated funding for research, University and community projects, scholarships, student prizes, resources and equipment, it was emphasised that there was now the need for further investment to build on success and connect and engage better with alumni and others.

It was noted that the SPPC minutes recorded the intention to develop an institutional advancement plan which would include fundraising, alumni relations and communications activities, and which would support active engagement with major donors to enable strategically-aligned philanthropic investment. The Committee had acknowledged the requirements for institutional leaders to engage actively with fundraising and alumni relations

and for governing bodies to strengthen their own competence and understanding of institutional advancement, supported by an annual report on the institution's activities in this field.

**Resolved** that the presentation be received.

#### **1404. Minutes of the Board of Governors: 26 March 2013**

The minutes of the meeting of 26 March 2013 were confirmed as a correct record and signed.

##### **Matters Arising**

##### **.1 Standing Items: Report of the Vice-Chancellor (min. 1391.2)**

It was reported to the Human Resources Committee that agreement had been reached on the correct wording of the JCC minutes of 16 January 2013. A revised final paragraph of the Vice-Chancellor's report to the March 2013 meeting of the Board of Governors was tabled. The revised paragraph read as follows, with revised text in *italics*:

"The Joint Consultative Committee (JCC) also met during this period and, in response to the Chair's statement that the Minister had abandoned plans for merger and that it was time to focus on the University's strengths and own agenda, *UCU took the opportunity to comment that the situation (in respect of HE in SE Wales) would become interesting in April, after the launch of the new university, as it agreed with Professor Sir Steve Smith's view, that the establishment of the new university was a 'game changer.'*" UCU also took the opportunity to register opposition to the Staff Performance Review Scheme becoming an appraisal, also noting that any review of the scheme ought to be accompanied by a consideration of access to staff development and flexibility in the timetabling system."

#### **1405. Standing Items:**

##### **.1 Report of the Chair of the Board of Governors**

The Chair's written report provided details of meetings and events attended since the last Board meeting. The Appendix to the report presented for information the report by Deloitte on the first stage of the Stakeholder Engagement Exercise which, it was agreed, would be given detailed consideration at the Governors' Away-Day 2013 during the morning of Friday, 27 September.

The report presented a summary of the business of the meetings of SPPC held during the Summer Term 2013, on 14 May and 25 June. The confirmed minutes of the May meeting and the draft minutes of the June meeting were presented for information. Particular reference was made to:

approval of the Fee Plan for 2014/15 (min 1415.8 below refers) for submission to the Funding Council for approval, and authorisation of the Chair to approve any minor revisions required by HEFCW during the approval process – it was reported that feedback had been received from the Funding Council and an amended Fee Plan submitted;

the oral report to the May meeting on the business of the Reconfiguration Sub-Committee meeting - the Sub-Committee was nearing completion of its work arising from the Welsh Government's recent consultation exercise on dissolution and was expected to meet on one more occasion during the Autumn Term under its current remit;

receipt of two reports on the business of the TNE Sub-Committee which had included reports on progress in the agreement to issue CAS for the LSC's London-based students and endorsement for the Board's approval of a proposed TNE Business Plan for the period 2013 to 2017 (min. 1411.4 below refers);

development of the performance agenda through receipt of reports on the three linked staff performance initiatives of Academic Staff Profile Information, Staff Performance Review Scheme and Workload Allocation Model – it was confirmed that a report on progress under the implementation plan would be presented to SPPC as early as practicable during the year 2013/14 after the completion of consultation exercises with staff;

preparations for the May 2014 hybrid QAA Institutional Review.

**Resolved** that:

- .1 the report be received;
- .2. progress in the Stakeholder Engagement Exercise be noted, and
- .3 the work of the Strategic Planning & Performance Committee be noted.

**.2 Report of the Vice-Chancellor**

The Vice-Chancellor's periodic report set out details of progress made across the University's operation since the March 2013 meeting. Since the last report the Academic Quality and Standards Board (AQSB) had met on 6 March and 15 May and the Academic Board on 3 May and 14 June; minutes were provided in the report's Appendices.

Particular reference was made to:

The positive outcomes for this University of the QAA Review of Foundation Degrees in Wales;

student recruitment statistics and actions planned to maximise recruitment to target;

the University's positive performance in the recently-published HESA Destination of Leavers marking the achievement of one of the key 2012/17 strategic objectives with 95% of UK domiciled leavers declared to be in employment or further study six months after graduation in 2012;

the publication of a revised personal tuition policy;

the continuing development and enrichment of the relationship with the Cardiff and Vale College (CAVC);

the most recent International Student Barometer in which the University's international students had judged Cardiff Met as best in the UK for a fourth year running;

in partnership with CAVC, preparations for the launch of a representative office in Beijing in response to the significant growth in the volume of Chinese students coming to the UK for higher education;

retention of 'first class' designation in the *People and Planet Green League Table* 2013.

Members expressed their appreciation of the range of activity and evidence of good performance covered by the report.

**Resolved** that the report be received.

.3 **Students' Union:**

Two reports presented by the Student President provide a detailed summary of the Students' Union's achievements and short-term objectives.

(i) **Report of the Students' Union President**

The termly report presented information on the range of clubs and societies supported by the Students' Union and the activities introduced to enhance the student experience. Details were provided of:

School Representatives: roles and responsibilities – the report included a diagram of the representation structure from September 2013;

the development of the three-year Strategic Plan;

Awards, Events, and the University's current position of 11th in the BUCS rankings, the highest under the new points structure introduced in recent years, which had a bias in favour of larger institutions;

Freshers' Week Planning;

a summary of Student Experience Activities 2012-2014;

Sabbatical Officers' activities.

**Resolved** that the report be received

(ii) **Financial Outturn 2012/13 and Provisional Budget 2013/14**

A further written report submitted the Students' Union's consolidated projected financial outturn for the financial year ended 30 June 2013 and the provisional budget for 2013/2014. Appendices presented the forecast outturn for 2012/13 (forecasting a surplus of £11,383) and the budget for 2013/14 (forecasting a surplus of £28k), together with explanatory notes.

Particular reference was made to developments at Llandaff and Cyncoed to improve facilities and the student experience, proposals to develop the Job

Shop into an internal job agency, and an increased contribution to the development of social and *intra mural* sport.

**Resolved** that the projected outturn for 2012/2013 and the provisional budget for 2013/2014 be noted.

#### .4 Reports by Committee Chairs

Oral reports were presented by the Chairs of the Finance & Estates and Human Resources Committees on significant items of business not on the Board's agenda. Reports by the Chairs of SPPC and the Audit Committee are recorded at minutes 1405.1 and 1410.2 below respectively.

##### .1 Finance & Estates Committee

*Estate: progress on Capital Schemes* - the Howard Gardens scheme was within budget and timescale with a target completion date of early December 2013;

*Estates Strategy* - the five year rolling operational plan was to be presented during the Autumn Term 2013;

*Marketing and Student Enrolment: Communications Strategy Update* – the Committee received a summary of progress and work under the Communications Strategy during 2012/13 together with an indication of future key activity;

*Debtors* - the debt profile was considered to be satisfactory and the bad debt provision to be adequate;

*Review of Accounting Policies* - no changes to the accounting policies were proposed for the year ending 31 July 2014;

*HEFCW Circular W13/15HE: Analysis of the Financial Position of the HE sector 2011/12* – it was reported that the financial health of the Sector remained broadly unchanged across the period under review and that overall this University's financial position was strong.

##### .2 Human Resources Committee

*Human Resources Strategic Framework:*

*Review and Monitoring* - a written report had provided details of progress in four corporate initiatives relevant to the Board's performance agenda, viz. Academic CVs, Professoriate Job Evaluation, Staff Performance Review Scheme and Workload Allocation Model;

*UCEA: 2013/14 Pay Negotiations* - the meeting had received details of the final employers' offer of an increase of 1% on all points on the JNCHES pay spine (increments for eligible staff would increase the pay bill by a further 1.4%.) - the trade unions had signalled their intention to proceed to the dispute resolution procedure and on 3 July UCU had announced that it was in dispute with this (and all) institutions.

*Policy Development* – the Committee had received for information a draft revised version of guidance to staff on the use of social media - revised policies on Harassment & Bullying and Staff Rights in Respect of Intellectual Property were to be presented during the Autumn Term 2013;

*Staff Monitoring Report* - a written report had provided a summary of headline staff monitoring information and comparative data for the 12 months ended 31 March 2013. Particular reference was made to:

a decrease in staff turnover attributed to the affect of voluntary severance rounds on data in earlier reporting periods;

a reduction in staff spend as a percentage of income to 55.8% - discussions on the implications of this ratio were to be held in other forums across the University.

**Resolved** that the oral reports be received

## **1406. Risk Management**

### **.1 HEFCW Institutional Risk Review Letter**

The meeting received and considered a report which presented HEFCW's annual Institutional Risk Review Letter dated 12 June 2013. It was noted that HEFCW sought engagement with the University and further information by 30 September 2013 on two areas, viz.

the University's plans to 'prioritise the strengthening of local and regional reconfiguration and collaboration' in view of the requirement in the Remit Letter for regional coherence;

the University's intentions with regard to the provision of part-time education.

**Resolved** that the report and the Institutional Risk Review Letter be noted.

### **.2 Corporate Risk Register: Periodic Review**

A written report confirmed that corporate strategic risks had been reviewed and assessed by the Risk Management Committee and the Audit Committee in accordance with the provisions of the Risk Management Policy.

The report drew the governing body's attention to the small number of amendments made to the Strategic Risk Register. It was noted that no risk rating levels had been increased, that one risk rating had decreased and that one new risk, regarding Level 2 restructuring, had been added to the Register.

The meeting confirmed that the identified risks and risk ratings were appropriate.

**Resolved** that the changes made to the Corporate Strategic Risk Register be noted.

## 1407. Finance Reports

### .1 Outturn 2012/13: Third Review

A written report, which had been endorsed by the Finance & Estates Committee, provided an updated financial projection for the Outturn together with a commentary covering performance to date. It was reported that the forecast surplus for the year had been revised marginally upwards to £1,097K from the previous forecast of £960K (and the original budget figure of £100K). Assurance was given that cashflow remained as expected and that the final balance sheet for the year-end was likely to show marginal improvement over the previous year.

Appendices presented the Income and Expenditure Account, cashflow forecast 2012/13, cashflow performance February 2013 to April 2013, consolidated balance sheet at 10 June 2013 and Capital Budget 2012/13

**Resolved** that the report be approved.

### .2 Budget Proposals for 2013/14

A second written report, which had also been endorsed by the Finance & Estates Committee, presented budget proposals for 2013/14. The report projected income to be c. £7.5M lower than originally expected following the halving of teaching grant and a reduction in fees from £9k per student p.a. to £7.5k. Expectations for future years, however, were for a significant improvement in income through a return to £9k fees with only a small level of HEFCW Grant left to be withdrawn.

It was noted that the proposed budget, which was confirmed to be deliverable, had been created at break-even but required the delivery of demanding targets for student recruitment; it was acknowledged that a failure to achieve such targets would give rise to the risk of a deficit outturn for 2013/14. Whilst savings were being made and certain budgets tightened, no targeted cost cutting had been included in the proposals to avoid undermining the ability to meet those targets or the removal of resource which would need to be re-instated for future years.

Appendices presented Income and Expenditure Account, Cashflow Forecasts for the Year, Consolidated Balance Sheets, Capital Budget and an analysis of expenditure by area.

**Resolved** that the budget for 2013/14 be approved.

### .3 Review of Financial Strategy

The third written report under this item presented a proposed revised Financial Strategy which had been endorsed by the Finance & Estates Committee for the Board's approval. The revised Financial Strategy was approved subject to a textual amendment to its front-sheet.

**Resolved** that the revised Financial Strategy be approved and further reviewed within three years.

#### **1408. HEFCW Financial Forecasts**

The meeting was advised that it was a Funding Council requirement that the Corporate Strategic Plan be supported by financial forecasts over the five-year planning period. A written report provided an overview of the forecasts to July 2017, and the trends contained therein, and incorporated the projected outturn as presented for 2012/2013 and the budget for 2013/2014. Appendices to the report presented draft financial forecasts, graphs of the KPIs and a commentary supplementing the forecasts. Assurance was given that the forecasts had been compiled in a prudent manner to ensure the maintenance of the financial health of the University and to achieve the required surplus and cash flow.

It was confirmed that this report had been endorsed by the Finance & Estates Committee on 18 June 2013.

**Resolved** that the Financial Forecasts as presented be approved for incorporation into the University's Strategic Plan submission to HEFCW.

#### **1409. Welsh Government: Policy Statement on Higher Education**

A written report introduced the Welsh Government's Policy Statement on Higher Education published on 11 June 2013. Appendices to the report presented the Policy Statement and a summary evaluation of the Policy, highlighting potential implications and points of interest for this University.

It was reported that the Policy Statement took a more positive approach than the 2009 *For our Future* HE Strategy and Plan by actively championing the activities of universities.

Noting that all of the Policy Statement's major themes were included in the University's Corporate Strategic Plan, it was agreed that a public narrative would be developed to relate the University's progress to those themes and that the development of such a narrative and other actions in response to the Policy Statement would be discussed during the September 2013 strategic away-day. It was noted further that the expectation was expressed in the Policy Statement that HE institutions would

"work better together to plan delivery on a regional or collaborative basis where appropriate, ... recognising the distinctive missions of different institutions. There should be a coordinated and sustainable approach to the delivery of HE in FE which is firmly embedded in the regional strategic planning of higher education".

In this context it was agreed that 'regional coherence' (a phrase which required an agreed definition) would be a primary focus of attempts to open dialogue with the University of South Wales early in the new academic year.

**Resolved** that the report be noted.

#### **1410. Audit Committee Business**

##### **.1 Updated Strategy for Internal Audit 2009/10 – 2013/14**

A written report, an earlier version of which had been endorsed by the Audit Committee, presented the proposed internal audit strategy for 2013/14 - 2014/15 and the annual plan for 2013/14.



It was confirmed that:

the proposed strategy and plan covered the University's key risks as recognised by the Audit Committee;

the detailed internal audit plan for 2013/14 reflected the areas that the Audit Committee believed should be covered as priority;

the Audit Committee was satisfied that sufficient assurances would be received to enable it to monitor the organisation's risk profile effectively.

**Resolved** that the internal audit strategy for 2013/14 - 2014/15 and the annual plan for 2013/14 be approved

.2 Report by Audit Committee Chair

The unconfirmed minutes of the Audit Committee meeting of 2 July 2013 were tabled for information.

The Committee Chair's oral report covered three items of significant business:

*External Audit Plan for 2012/13* - the Committee had endorsed the auditors' proposed approach and approved the annual engagement letter and the proposed fees for the audit of the 2012/13 financial statements;

*Internal Audit Reviews*: the Committee had received eight internal audit reviews, all of which had provided positive assurance;.

*Draft Internal Audit Annual Report for 2012/13* - the final report was to be issued after 31 July 2013 and presented to the Audit Committee and the Board of Governors during the Autumn Term 2013. Although the report would be positive overall and mark another successful year for the University in terms of internal audit processes, the Committee noted an increase in areas identified as requiring improvement. This, it was considered, was the outcome of a positive approach by the executive, reflecting a broadening of the scope of internal audit review and the introduction of internal audit review to areas not hitherto examined.

**Resolved** that the oral report be received.

**1411. Policy and Strategy Development and Review:**

.1 Total Reward Strategy

A written report presented revisions to the Total Reward Strategy as endorsed by the Human Resources Committee.

**Resolved** that, subject to one minor typographical amendment, the proposed changes to the Total Reward Strategy be approved.

.2 Review of Student Disciplinary Procedure

A written report presented a revised Student Disciplinary Procedure which had been subject to extensive consultation and endorsed by Academic Board. The revised Procedure had been similarly endorsed by the Nominations & Governance

Committee, subject to further review during 2013/14 to reflect changes to the Level 2 staffing structure and to test the procedures against current best practice.

**Resolved** that the revised Procedures be approved for implementation from September 2013 subject to further review during the year 2013/14

.3 Review of Student Charter 2013

it was reported that the Student Charter, approved in 2012, had been reviewed and minor revisions agreed with the Students' Union and endorsed by Academic Board and the Nominations & Governance Committee.

**Resolved** that the revised Charter be approved.

.4 TNE Business Plan 2013 – 2017

It was reported that the TNE Sub-Committee had received and commented upon the draft TNE Business Plan for the next planning period and had endorsed the draft Plan for submission to the Strategic Planning & Performance Committee subject to a number of minor amendments and clarifications; SPPC in turn had endorsed the draft Plan for the governing body's approval.

It was confirmed that the Business Plan had been designed to achieve the target in the Corporate Strategic Plan of a minimum of 6,200 TNE collaborative provision students by 2017.

**Resolved** that the TNE Business Plan for 2013-17 be approved.

**1412. Governance Issues:**

.1 Appointment of Vice-Chair of the Board of Governors

Mr John Foster Thomas took the chair for this item which was conducted in the absence of the Vice-Chair.

It was reported that Mr. Peter Williams had been appointed as Vice-Chair of the Board of Governors for one year from 1 August 2012 and that in accordance with the Instrument of Government it fell to the Board of Governors to appoint a Vice-Chair for a further term of office commencing on 1 August 2013.

One nomination having been received, it was agreed that Mr. Williams would be re-appointed as Vice-Chair for, at his request, a further period of one year only.

**Resolved** *nem con* that Mr. Peter Williams CBE be re-appointed as Vice-Chair of the Board of Governors for the business year 2013/14.

.2 Clerk's Report

A written report set out recommendations for Board and Committee membership from 1 August 2013 as follows:

as independent governors for three years:

Mr Iestyn Davies, Head of External Affairs, Federation of Small Businesses;

Mr Graham Yorston, Chief Executive, Principality Building Society;  
as Academic Board representative for three years:

Professor Scott Fleming

re-appointment as independent governors for three years:

Miss B. Wilding, Mr. Peter Williams and Mr. John Foster Thomas;

membership of the:

Finance & Estates Committee;

Mr Iestyn Davies and Mr Graeme Yorston;

Nominations & Governance Committee:

Ms Suzanne Hay and Professor Scott Fleming;

Honorary Fellowships Committee:

Ms. Katie Bees, Students' Union Vice-President for 2013/14;

Vice-Chair of the:

Finance & Estates Committee: Mr Saleem Kidwai

Human Resources Committee: Mr Stephen Jones

It was noted that further recommendations for appointment of co-opted governors from October 2013 were to be brought to the next meeting and that such recommendations would take due regard to the governing body's gender and ethnic mix. Recommendations for the appointment of a Vice-Chair of the Audit Committee and of a member of the TNE Sub-Committee were also to be made to the next meeting.

In addition to Board and Committee membership, the report presented proposals for training arrangements and reviews of effectiveness for 2013/14. With regard to the latter it was reported that the Board had agreed a programme for reviews of effectiveness during 2012/13 of the Strategic Planning Committee, Remuneration Committee and Audit Committee. However, during 2012/13 the Strategic Planning Committee had been reconstituted as the Strategic Planning and Performance Committee with revised terms of reference, the Remuneration Committee had been the subject of an internal audit advisory governance review which had been reported to the Audit Committee on 2 July 2013 (and would provide the basis of an effectiveness review during the Autumn Term 2013) and, at the request of the Committee Chair, the review of the Audit Committee's effectiveness had been deferred to 2013/14. It was agreed, therefore, that work on the above reviews would be undertaken during 2013/14 together with a full review of the Board of Governors (including provision for meetings of governors and an external facilitator/consultant) and a review of the Nominations & Governance Committee.

Confirmation was given that proposals would be brought to the next meeting for new, enlarged membership of the Stakeholder Forum drawing in the main on participants in the Stakeholder Engagement Exercise.

**Resolved** that:

- .1 the report be noted;
- .2 appointments and re-appointments to the Board of Governors and appointments to Committees be made in accordance with the recommendations set out above;
- .3 the election of an Academic Board representative for the term 2013 - 2016 be noted;
- .4 proposals for governor training and reviews of effectiveness be approved.

#### **1413. Any Other Business**

.1 Restricted Business

**Resolved** that the following items retain restricted status:

HEFCW Institutional Risk Review Letter  
Corporate Risk Register  
Outturn 2012/13: Third Review  
Budget Proposals  
Review of Financial Forecasts  
HEFCW Financial Forecasts  
Internal Audit Strategy 2013/14 to 14/15

.2 Farewell to retiring governors

The Vice-Chair extended the governing body's thanks to the five governors whose terms of office expired on 31 July 2013: Dr. Jim Port (independent governor appointed in 2007), Mr. Satish Mathur (independent governor appointed in 2007), Dr. Peter Easy (co-opted governor since 2010), Dr. Russell Smith (Academic Board representative since 2007) and Ms. Anna Hutchinson (Student Vice-President for 2013/13). Fuller tributes were to be paid at the Fellows' Dinner on 11 July 2013.

#### **1414. Restricted Business**

The following business was transacted in private by the independent governors, the non-staff/student co-opted members and the Vice-Chancellor only, because it related to changes to the Level 2 staffing structure and the appointment of senior post-holders.

.1 Minutes of the Special Meeting of the Board of Governors: 7 May 2013

The restricted minutes of the special meeting of 7 May 2013 were confirmed as a correct record and signed. There were no matters arising from the minutes.

.2 Formal approval of revised Level 2 structure and of recommendations for the appointment of Pro Vice-Chancellors

.1 Revised Level 2 Structure

A restricted written report confirmed the pending termination of employment of two of the three senior post-holders whose positions had been displaced in the new Level 2 structure. The report recommended the formal approval of the revised structure as set out below from 1 August 2013 save for the continuation of the post of PVC (Operations) until 31 August 2013 and of the post of Director of Finance until an appointment were made to the position of Chief Operating Officer and the appointment taken up.

Subject to the foregoing, the revised structure from 1 August 2013 was to be:

Deputy Vice-Chancellor and Director of Student Experience  
Chief Operating Officer  
PVC Research  
PVC Enterprise (fte 0.5)  
PVC International (0.5)  
Director of Strategy and Performance  
Clerk to the Governors (full-time to 31 December 2013 subject to review)

2. Appointment of Pro Vice-Chancellors

It was confirmed that a national recruitment procedure for the appointment of three permanent Pro Vice-Chancellors had been conducted in accordance with the Articles of Government. As the culmination of that process, the Appointments Committee set up by the Chair in accordance with the resolution of the special meeting of the Board of Governors held on 7 May, made the following recommendations for appointment from 1 August 2013 (subject to satisfactory negotiations on terms and conditions):

PVC (Research) full time	-	Professor Sheldon Hanton
PVC (Enterprise) fte 0.5	-	Professor David Brooksbank
PVC (International) fte 0.5	-	Professor Mohamed Loutfi

**Resolved** that:

- .1 the Level 2 Structure approved initially on 7 May 2013 be formally adopted from 1 August 2013 save for the continuation of the post of PVC (Operations) until 31 August 2013 and of the post of Director of Finance until an appointment was made to the position of Chief Operating Officer and that position taken up;
- .2 subject to the satisfactory completion of contractual negotiations, permanent appointments to Pro Vice-Chancellor positions be made as set out above.

**1415. FOR INFORMATION**

The following documents were provided for information:

- .1 Rolling Calendar of Meetings: 2013/2015;
- .2 HEFCW Remit Letter 2013/14;
- .3 Minutes of the Strategic Planning Committee: 14 May 2013;
- .4 Minutes of the Strategic Planning Committee: 25 June 2013;
- .5 Minutes of the Human Resources Committee: 11 June 2013;
- .6 Minutes of the Finance & Estates Committee: 18 June 2013;
- .7 Minutes of the Audit Committee: 2 July 2013;
- .8 Fee Plan submission 2014/15.