

CARDIFF METROPOLITAN UNIVERSITY

MEETING OF THE BOARD OF GOVERNORS: MONDAY, 30 NOVEMBER 2015

MINUTES

Present: Miss.B.Wilding (Chair), Professor.A.J.Chapman (President & Vice-Chancellor), Ms.N.Amery, Mrs.K.Chamberlain, Professor S.Fleming, Mr.G.Hardacre, Mr.F.Holmes, Mr.U.Hussain, Mr.S.Kelly, Mr. S.Kidwai, Rev. Canon R. Morrison, Baroness J.Randerson, Mr.J.F.Thomas, Dr.M.Waring, Mr. P. Williams (Vice-Chair), Mr. B. Woolridge and Mr.G.Yorston.

Attendance: Professor D.Brooksbank (PVC Enterprise), Mr.J.Cappock (Chief Operating Officer), Professor J.Hare (Deputy Vice-Chancellor & Director of Student Experience), Professor S.Hanton (PVC Research), Dr. Barry McDonnell (Cardiff School of Health Sciences), Mr.D.C.Price (PVC Strategy & Performance), Mr. M. Taylor (Director of Enterprise) and Mr.R.D.G.Walters (Secretary & Clerk to the Governors).

Before the commencement of formal business the Chair:

congratulated Professor Jacqui Hare, Deputy Vice-Chancellor, on the award of professorial title;

welcomed Mr Matthew Taylor, Director of Enterprise, and Dr Barry McDonnell, Lecturer in the Cardiff School of Health Sciences who attended give a presentation on the benefits of the Santander Partnership (min. 1537 refers).

1534. Apologies for Absence

Apologies for absence were received from Ms J. Berry, Mr. P. Davies, Mr. S. Jones and Mrs. M. Hassan.

1535. Declarations of Conflict of Interest

There were no declarations of conflict of interest.

1536. Minutes of the Board of Governors: 13 October 2015

The minutes of the last meeting were approved as a correct record, subject to correction of a small number of typographical errors.

Matter Arising: HEFCW Circular W15/23HE (min. 1528)

Confirmation was given that a response to the HEFCW consultation exercise on the Transitional Statement of Intervention had been approved by the Vice-Chair and submitted to the Funding Council in advance of the 13 November 2015 deadline.

1537. Presentation: The Benefits of the Santander Partnership

Mr. Matthew Taylor, Director of Enterprise, and Dr. Barry McDonnell, Senior Lecturer in Biomedical Sciences (Vascular Physiology), Cardiff School of Health Sciences, gave a presentation on the benefits of the University's membership of Santander Universities, an international network of partner universities, and specifically on one example of funding granted under Santander's Mobility Awards scheme.

Details were provided of a signing ceremony on 13 October 2015 for a further three-year partnership with Santander, marking the renewal of funding provided by the Bank through the Santander Universities international network. It was reported that over the past three years the Santander scholarship and mobility support fund had successfully financed Cardiff Met students and staff to undertake study, research and entrepreneurship education in the UK and overseas. More than 40 Cardiff Met staff members and students have benefitted from the programme so far, engaging in a range of research activity, study opportunities and student placements across the globe.

Dr. McDonnell's presentation provided details of research conducted into artery blood flow (pulsatility) and the development of a left ventricular assist device (LVAD -an implantable device used in cases of severe heart failure as a bridge to transplant or destination therapy). Funding provided under a Santander Mobility Award Scholarship had enabled access to and attendance at the world's leading LVAD programme at Columbia University, New York, and the initiation and development of a collaborative programme between the two universities, facilitated by both universities' affiliation to Santander. In addition, the opportunity had been provided to develop a working collaboration with international industrial partners and to lead current validation studies and future medical device development.

The work and research undertaken as a consequence of this funding had produced significant scientific, commercial and clinical impacts with beneficial consequences for REF 2020. Specific activity had included attendance at Columbia University Presbyterian Hospital, NYC, the training and transfer of specific knowledge to physicians and academic staff at Columbia University in the use of equipment and techniques, the introduction of staff at Columbia University to an EU industrial partner, performance of a validation study with a blood pressure device in the LVAD patients, the securing of funding for the purchase of additional ultrasound equipment and the giving of presentations at University Hospitals in Cardiff and Swansea and to the American Heart Association in Orlando. Collaboration continued with Professor Colombo of Columbia University and his team.

Members expressed their gratitude for the presentation and congratulated Dr. McDonnell on his achievements. The meeting noted the significant benefits gained from relatively small outlay and the continuing and significant benefits derived from the University's relationship with Santander for individual recipients of funding and for research and scholarship generally.

Resolved that the presentation be received.

1538. Standing Items:

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

The Chair's written report set out details of meetings and events attended since the last meeting of the governing body. An additional item of report was the ChUW meeting with the Minister for Education and Skills held on 26 November 2015.

It was reported in particular:

that the Plenary Meeting of the Committee of University Chairs, held on 15 and 16 October 2015, had, under the theme *Threats and Opportunities for University Sustainability*, included a roundtable discussion on Governing Body Diversity and sessions led by Nicola Dandridge, Chief Executive, Universities UK and Nick Hillman, Director, Higher Education Policy Institute;

and

that the ChUW meeting held on 3 November 2015, attended by Mr. John Foster Thomas (the Board's second member of ChUW), had considered i) progress under the Hazelkorn Review into the Regulation and Oversight of Post-Compulsory Education and Training in Wales (with special reference to the future role and function of HEFCW) and had identified the need for clarity on the opportunities for interested parties to contribute to the Review and ii) work on the development of HEFCW's Transitional Statement of Intervention in respect of which the meeting had identified the need for early notification of any intention to commence an exercise in remedial intervention.

The meeting received the unconfirmed minutes and a summary of the business of the meeting of the Strategic Planning & Performance Committee held on 24 November 2015. Matters not covered on the agenda for this meeting of the Board of Governors had included a progress report on Portfolio Development, a report on the Delivery of Corporate Level Strategies and, under Performance, reports on Destinations of Leavers from HE, Degree Outcomes and the Annual Review of League Tables.

Details were provided of the indicative agenda for the Governors' Away-Day scheduled for 1 February 2015 as endorsed by the Strategic Planning & Performance Committee. It was envisaged that the away-day would consider:

Governors' responsibilities for equality & diversity and receive a brief presentation on unconscious bias (*more*);

consider new academic provision (including portfolio development opportunities and accelerated degrees) and hold a discussion on aspirations for the next 10 years and priorities for change to support and develop such aspirations;

the future shape of ITET provision;

developments in China;

the University's risk environment and its risk appetite(s);

progress under the current review of effectiveness (and particularly the use of IT in meetings).

Resolved that the report be received.

.2 Report of the President & Vice-Chancellor

The President & Vice-Chancellor's report of progress made since the Board's last meeting reported on recent activity in the context of the Corporate Strategic Plan 2012-17. Attached to the report were the confirmed minutes of the Academic Board meeting held on 25 September 2015 and the unconfirmed minutes of Academic Quality and Standards Board (AQSB) meeting of 14 October 2015. It was confirmed that the minutes of the 11 November 2015 meeting of Academic Board would be provided to the next meeting of the Board of Governors.

Particular reference was made to:

action being taken in response to the University's disappointing performance in NSS 2015 including the development of a corporate plan to cover all aspects of support for NSS;

the University's receipt in the eleventh biennial round of the Queen's Anniversary Prize for Higher and Further Education of an award for the application of advanced manufacturing technologies to maxillofacial surgery. The prize was to be awarded at a ceremony at Buckingham Palace on 25 February 2015 – further details were to be issued during the Spring Term 2016;

improved gender balance at Academic Board through the use of the Chair's powers of co-option;

formal establishment of the International Board;

actions taken in consequence of the 2015 NSS results, such actions including meetings of VCB and the senior management teams of each of the Schools and the development of a corporate improvement plan covering all aspects of support for NSS including the early, in-year, identification of student concerns;

the outcome of the Postgraduate Taught Experience Survey showing a fall of three percentage points to 78%, four percentage points below the sector average, but based on a low response rate - work was underway to encourage an increase in the response rate;

the signing of a new three-year agreement with Santander;

the unsuccessful outcome of the first application for Athena Swan bronze accreditation - a second application was to be submitted by 30 April 2016;

the launch by the Students' Union in collaboration with Dragon Taxis of the 'Cardiff Met Safe Taxi Scheme', providing an emergency safeguard at night to allow students without the means to pay for travel to return to their accommodation safely.

Resolved that the report be received.

.3 Report of Students' Union President

The meeting received the Students' Union's President's periodic report and the Students' Union's Annual Audited Accounts for approval. Appendices to the written report presented the Accounts, Explanatory Notes thereto and a detailed Resource Impact Report.

The Resource Impact Report highlighted developments undertaken using the additional resource received under the Fee Implementation Plan mechanism. It was reported that all such developments were intended to contribute to improvements in the student experience across all aspects of the University and to support a collaborative approach to service provision. The additional resource had allowed the Students' Union to increase the range of its service provision with particular focus on employability, volunteering and developmental opportunities, and social and sporting activities.

Other matters reported were the Union's collaboration with the International Office on a training event in February 2016 for representatives from international and collaborative partners, the completion of recruitment of the representation teams within each School, and work with the Lord Mayor to encourage students to support the Lord Mayor's nominated charity for 2015/16.

The meeting noted and congratulated the Students' Union on the achievement of a surplus for 2014/15 and continued improvement in financial performance.

Suzanne Hay's offer of assistance from the BBC to assist with a feasibility study into a radio station to improve the Students' Union's media services.

Resolved that:

- .1 the report be received;
- .2 the Students' Union's Annual Audited Accounts for 2014/15 be approved.

.4 **Unconfirmed Minutes and Summary Reports by Committee Chairs:**

The Chair of the Committees presented the unconfirmed minutes and oral reports on the business of the meetings of Resources Committee held on 17 November 2015 and of the TNE Committee on 24 November 2015.

i) **Resources Committee**

Business had included:

Strategy Review and Monitoring: receipt of a written report which provided a brief narrative on the headline activity supporting the current Human Resources Strategy and annual action plan. The report had provided a synopsis of ongoing implementation action for the three initiatives supporting the Performance Agenda, viz. the Academic Workload Model, the Staff Performance Review Scheme and the Staff Profiles System, together with an outline of activity planned for 2015/16 to support the development of a systematic approach to Succession Planning and Talent Management,

Financial Reporting: FRS 102: receipt of the termly written report on preparations for the implementation of FRS102.

Estates: receipt of written reports providing an update on the Student Residences Strategy and the decision to develop a full business case for a 500 bed development at Cyncoed.

ii) TNE Committee: 24 November 2015

Business had included:

Terms of Reference: agreement on revisions to the Committee's Terms of Reference which were submitted to this meeting for approval – min. 1546 below refers;

Development of Risk Management Processes: receipt of a report on the completion of a process of refinement of risk management procedures following the approval of a new Risk Management Policy in July 2014. At the request of the Audit Committee, the process of planning and implementing the refined procedures had included an evaluation of the risk management and reporting procedures used for TNE activity (min. 166 of 23 June 2015 refers). It was reported that, the robust approach to risk management of TNE activity notwithstanding, potential enhancements to risk management procedures. Confirmation had been given to the Committee that action in respect of all recommended enhancements had been actioned or was imminent

TNE Update and Annual Review of Collaborative Provision Partnerships: receipt of a written report presenting the periodic update on TNE activity and details of changes to management arrangements

London School of Commerce: receipt of a written update on developments in the University's partnership with LSC;

Renewal of T4 Sponsor Status: receipt of a letter from UK Visas & Immigration confirming that the University had passed its Basic Compliance Assessment and had met all the core requirements for retention of its Tier 4 Sponsor status until 28 October 2016.

Resolved that the unconfirmed minutes and oral reports be received

1539. Corporate Strategic Plan: Annual Progress Review 2014/15

A written report, which had been received by the Strategic Planning & Performance Committee on 24 November 2015, provided a summary of progress made under the objectives and targets of the Corporate Strategic Plan 2012-17. Progress was reported both quantitatively, through reference to a set of Corporate SMART targets, and qualitatively, in the form of a narrative overview of pertinent activities that had taken place during 2014/15.

Resolved that the report be noted.

1540. Strategic Planning and Engagement Document: Progress Report

A written report, which had been received by the Strategic Planning & Performance Committee on 24 November 2015, summarised and sought approval for plans for the submission of the annual Strategic Planning & Engagement Document (SPED) to HEFCW by 18 December 2015. It was noted that the SPED was required by HEFCW for information purposes and, unlike the Fee Plan, was not a document used for regulatory purposes and thus did not require formal HEFCW approval; the SPED did not supersede the University's

Corporate Strategic Plan. Attached to the report was a SPED progress report which demonstrated progress and change from the SPED submitted in 2014.

Resolved that the SPED progress report be approved for submission to HEFCW.

1541. Key Performance Indicators

A written report, which had been received by the Strategic Planning & Performance Committee on 24 November 2015, provided an update on performance against the University's 25 agreed key performance indicators (KPIs). A similar but targeted report had been considered by the Resources Committee on November 2015.

Appendices to the report presented the University's KPIs in summary form, contextual information for a selection of KPIs and a view of the University's overall sustainability in the form of the FSSG recommended ASSUR Report (which had been approved by the Resources Committee).

It was reported that of the 25 KPIs, 11 had been rated as green (good level of performance), 11 as amber/green (satisfactory) and three as amber (mixed with some significant concerns). Particular reference was made to improvement in the proportion of staff participating in annual reviews and the potential for development of mechanisms for supporting, mentoring and coaching staff.

Resolved that the report be received.

1542. Strategic Risk Register: Implications and Actions

A written report confirmed that VCB and Management Board had assessed the Strategic Risk Register on 12 October 2015 and 2 November 2015 respectively and that local risk registers were reviewed and updated on a periodic basis and monitored by the University Risk Manager and Management Board.

It was reported that since the Strategic Risk Register was reviewed by the Board of Governors in July 2015 the level of 15 risks had increased and of one had reduced; the remaining were unchanged. Two additional risk categories had been added to the Strategic Risk Register, viz. i) risk of failure to safeguard student welfare and interests and ii) risk of failure to comply with the provisions of the Counter-Terrorism & Security Act 2015. Three risks had been categorised as 'red'.

Appendices to the report presented the Summary Risk Register, more detailed information on individual risks (including controls, planned actions and horizon issues) and mapping of risks to corporate objectives.

It was noted with approval that the Governors' Away-Day on 1 February 2016 would present and opportunity for consideration of emerging risks, risk thresholds and appetite, and methods of identifying and describing risks.

Resolved that the contents of the report be noted.

1543. Audit Committee Business - 23 November 2015:

.1 Oral Report on the Committee's Business

The Audit Committee Chair presented the unconfirmed minutes of and an oral report on the meeting held on 23 November 2015. The oral report included receipt of a positive report on the implementation of internal audit recommendations made since the Committee's last meeting.

Resolved that the unconfirmed minutes and the oral report be received

2. Internal Audit Strategy 2015/16 - 2017/18:

The meeting received written proposals for internal audit activity for the three-year period from 1 August 2015 to 31 July 2018 as endorsed by the Audit Committee. Appendices to the report presented a three-year Strategic Internal Audit Plan for 2015/16 – 2017/18, the Operational Internal Audit Plan 2015/16, the Internal Audit Charter and the Statement of Responsibilities.

It was agreed that minor changes to timing and the apportionment of audit days would be discussed at the Audit Committee's next meeting and that proposals for change would be presented to the Board in March 2016 for approval.

Resolved that the draft Strategic Internal Audit Plan for 2015/16 – 2017/18 be approved.

.3 Re-Appointment of External Auditors

A written report presented the Audit Committee's recommendation for the reappointment of PricewaterhouseCoopers as External Auditors from December 2015 for the two one-year extensions to the current contract.

Resolved that PricewaterhouseCoopers be re-appointed for the period of the two one-year extensions, subject to agreement on fees for the extension period and continued satisfactory performance.

.4 Audit Committee Annual Report 2014/15

The Audit Committee's Annual Report for 2014/15, which had been distributed to members prior to the meeting, provided the Committee's positive opinions on the extent to which the Board of Governors in discharging its responsibilities may rely on the University's risk management, internal control system and governance arrangements and the adequacy and effectiveness of the University's arrangements for economy, efficiency and effectiveness.

Attached to the report was RSM Baker Tilley's Internal Audit Annual Report for 2014/15 which had been presented in near final form in July 2015. The Internal Auditors stated that they were satisfied that sufficient internal audit work had been undertaken to allow them to draw a reasonable conclusion on the adequacy and effectiveness of the University's arrangements for governance, risk management and control for the 12 months ended 31 July 2015. The three opinions were as follows:

Governance - Green level of assurance

Risk Management - Green level of assurance

Control - Green level of assurance

Resolved that the Audit Committee's Annual Report be received and approved for submission to the Funding Council in conjunction with the Internal Audit Annual Report for 2014/15.

1544 **Finance Reports**

Reports under this item had been submitted during November 2015 to meetings of the Audit Committee and/or the Resources Committee as appropriate.

.1 **Outturn 2014/15: Final Review**

A written report presented the final Management Accounts for 2014/2015.

It was reported that financial performance during the year had again been solid and that the surplus for the year amounted to £8.611m. Virtually all areas of activity had performed in line with or better than target. Sterling cash balances at 31 July 2015 amounted to £22.4m (£13.1m at 31 July 2014).

Appendices provided a high level summary of the Management Accounts for the year, detailed the Cashflow Performance over the year, the draft Balance Sheet for the year-end and a summary of the Capital Programme spend against budget.

It was noted that the University had enjoyed another solid financial year and had achieved the key financial target of generating substantial cash balances in support its on-going investment aspirations. Good financial control had been demonstrated by all schools and units.

Resolved that the report be approved.

.2 **Annual Report and Financial Statements for the Year End 31 July 2015**

A written report presented the draft consolidated Statutory Accounts for Cardiff Metropolitan University together with the draft Statutory Accounts for its subsidiary companies Cardiff Met Company Ltd and Cardiff Metropolitan Education Services (Beijing) Ltd. These accounts disclosed a historic cost surplus of £8.611m and an operating surplus of £4.993m.

Confirmation was given that the Audit Committee had received and considered the Statutory Accounts and had noted and endorsed the report of the Board of Governors which had been compiled to meet the requirements of the Statement of Recommended Practice for the charity and Higher Education Sectors. That Statement had contained the operating and financial review which provided commentary on the past and the future financial position of the institution and an overview of financial performance. The Committee had approved the contents and tenor of the Report of the Board of Governors (which included the Public Benefit Statement), the Responsibilities of the Board of Governors and the Corporate

Governance Statement (subject to one minor revision to the text of the Public Benefit Statement).

The Committee had confirmed that it was satisfied that the Financial Statements did not conflict with the University's charitable status and that they had been compiled on a "going concern" basis. In so doing, the Committee had noted the Independent Auditors' Report and specifically the confirmation that in the opinion of the External Auditors the Financial Statements:

gave a true and fair view of the state of the group's and the parent institution's affairs as at 31 July 2015, and of the group's income and expenditure, recognised gains and losses and cash flows for the year then ended;

had been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;

had been properly prepared in accordance with the requirements of the Statement of Recommended Practice – Accounting for Further and Higher Education; and

had been prepared in accordance with the requirements of section 144 of the Charities Act 2011 and Regulation 14 of The Charities (Accounts and Reports) Regulations 2008.

Resolved that the report be approved.

.3 PricewaterhouseCoopers: Audit Findings Report for Year Ended 31 July 2015

The meeting received the External Audit Findings Report for the year 2014/15. The Resources and Audit Committees had received presentations on the report from the External Audit representatives. This report supported the contents of the Annual Reports and Financial Statements and stated that the External Auditors expected to be able to issue an unqualified audit opinion. The External Auditor's opinion on the Financial Statements was positive and was provided in accordance with legislation and the Audit Code of Practice.

Confirmation was given that no significant issues arose from the External Auditors' examination of audit and accounting issues. Similarly, no significant issues arose from the ISA 260 report requiring referral to 'those charged with governance'.

Resolved that the report be received.

.4 Outturn 2015/16: First Review

A further written report provided details of financial progress made towards the delivery of the target surplus for 2015/16 as set by the Board of Governors in July 2015. It was confirmed that a surplus of £3.5m had been budgeted for the year with associated cash generation through operations of £7.3m. There were no recommendations for changes to the budgeted surplus although attention was drawn to a number of budget areas where a future adjustment was likely to be proposed.

Appendix 1 to the report provided a summary of the income & expenditure account, showing total income and expenditure to the end of September 2015, an indicative profile of the income and expenditure attributable to the period to the end of

September, the current accounting forecast for the year and the forecast cash movements for the year. Appendices 2 to 5 illustrated cash management, balance sheet and capital expenditure expectations.

Resolved that the report be approved.

1545. **Policy and Strategy Review**

.1 **Review and Development of Corporate Level Strategies**

A written report initiated the development of the 'Healthy University' Strategy and the Strategic Equality Plan and proposed that a new Welsh Language Scheme would not be developed given the new requirement to adhere to Welsh Language Standards which were to come into effect during 2016. The meeting approved for further development the respective aims and objectives and questions for discussion in the related consultation exercises and approved proposals for the synchronisation of the Strategic Equality Plan with the University's academic year.

Resolved that:

- .1 the Healthy University Strategy be formulated around three main aims of Social Responsibility, Environmental Efficiency and Health and Wellbeing;
- .2 the Strategic Equality Plan be formulated around the three main aims of Raising Awareness Of The University's Commitment To Equality, Embedding and Enhancing Equality and Diversity and Investing in Data Quality, Collection and Monitoring and be synchronised with the University's academic year and financial year;
- .3 an Action Plan for the delivery of Welsh Language Standards be developed in place of a new Welsh Language Scheme.

.2 **Fair Trade Policy and Ethical Supply Chain Policy**

It was reported that the Fair Trade and Ethical Supply Chain Policies, which had been first approved in 2007 and last reviewed in 2011, had been further reviewed in accordance with corporate arrangements for periodic review. The Fairtrade Policy and the Ethical Supply Chain Policy as reviewed by the Fairtrade Steering Group and endorsed by the Resources Committee were presented for approval. It was reported that Fairtrade accreditation had lapsed and that adoption of a revised Fairtrade Policy was the first step in a submission for Fairtrade status re-accreditation. No changes were proposed to the Ethical Supply Chain Policy.

The meeting approved the Policies as presented but requested that they be re-presented at the next meeting for discussion on the scope for the University to utilise its market knowledge and procurement influence to promote ethical standards in supply chains and the criteria, if any, for evaluating the ethical standards or performance of the suppliers.

It was confirmed that an equality impact assessment covering both Policies had not identified any adverse impacts on members of any equality target group.

Resolved that both Policies as presented be approved and re-presented during the Spring Term 2016 for further consideration of identified matters.

.3 Senior Staff Severance Policy

The meeting was advised that the Senior Staff Severance Policy's provision for review included provision for annual review regardless of recourse to the Policy.

It was reported that the Remuneration Committee on 7 July 2015 had agreed that there was no purpose in an annual review of the policy in a year when no severance agreements had fallen for consideration and there had been no external reason for review. The Committee recommended, therefore, and the Board of Governors approved that the Policy be revised so as to provide for review by the Committee i) after each occasion upon which recourse had been had to it or ii) whenever revision was required as a consequence of changes in statutory guidance or best practice or iii) in any event every three years.

Resolved that the Policy be revised as recommended by the Remuneration Committee.

1546. Governance Report

The periodic governance report presented:

recommendations for the appointment of Mr. Gareth Davies as a co-opted governor with experience of education from 1 December 2015 and for the appointment of Mr. Adrian Piper as Vice-Chair of the Audit Committee for the remainder of 2015/16;

recommendations for approval of revised Terms of Reference for the Resources Committee and the TNE Committee;

progress under the current Review of Effectiveness including the commencement of a project for the increase use of IT at meetings;

details of training provided by the Leadership Foundation;

a request for the submission of outstanding equality & diversity monitoring forms;

details of HEFCW circulars posted since early October 2015.

Resolved that:

- .1 the report be noted,
- .2 Mr. Gareth Davies be appointed as co-opted governor with experience of education for the term 1 December 2016 to 31 July 2018;
- .3 Mr. Adrian Piper be appointed as Vice-Chair of the Audit Committee for the remainder of 2015/16;
- .4 revised Terms of Reference for the Resources Committee and the TNE Committee be approved.

1547. Any Other Business

.1 Restricted Business

Resolved that the following items retain restricted status:

- Strategic Risk Register
- Deloitte Internal Audit Plan 2015/16 – 2017/18
- External Auditors; Performance and Re-Appointment
- Outturn 2014/15: Final Review
- Annual Report and Financial Statements
- PWC Audit Findings Report
- Outturn 2015/16: First Review
- Review and Development of Corporate Level Strategies

1548. FOR INFORMATION

The following documents were presented for information:

Rolling calendar of meeting for the period Spring Term 2016 to Autumn Term 2017;

A summary of the UK Government Green Paper: *Fulfilling our Potential: Teaching Excellence, Social Mobility and Student Choice* (enclosure)

Complaints Report 2014/15

SIGNED:

DATE: