

CARDIFF METROPOLITAN UNIVERSITY

MEETING OF THE BOARD OF GOVERNORS: TUESDAY, 5 JULY 2016

MINUTES

Present: Miss B Wilding (Chair), Professor A.J.Chapman (President & Vice-Chancellor), Ms.N.Amery, Ms. J. Berry, Mr.P.Davies, Mr.G.Hardacre, Ms.S.Hay, Mr.F.Holmes, Mr.S.Kelly, Mr. S.Kidwai, Rev. Canon R. Morrison, Mr.J.F.Thomas, Dr.M.Waring, Mr. P. Williams (Vice-Chair) and Mr. B. Woolridge

Attendance: Professor J.Hare (Deputy Vice-Chancellor & Director of Student Experience), Mr.J.Cappock (COO), Mr.W.Fuller (Students' Union Vice-President elect), Professor M. Loutfi (PVC International). Mr.D.C.Price (PVC Strategy & Performance) and Mr.R.D.G.Walters (Secretary & Clerk to the Governors)

Before the commencement of formal business it was noted that this was the last meeting of the Board of Governors to be attended by Professor Antony J. Chapman, President & Vice-Chancellor, before his retirement from the University on 31 August 2016. It was noted further that it was the last such meeting to be attended by Mr. Peter Williams, Professor Scott Fleming and Mr. Stefan Kelly prior to their retirement from the Board of Governors on 31 July 2016 (min. 1571.2 below refers).

A welcome was extended to Mr. Will Fuller, Students' Union Vice-President-elect, who was attending as an observer.

PART A

1562. Apologies for Absence

Apologies for absence were received from Mrs.K.Chamberlain, Mr.W.G. Davies, Professor S. Fleming, Mrs. M. Hassan, Mr.U.Hussain, Baroness J.Randerson and Mr.G.Yorston.

1563. Declarations of Conflict of Interest

There were no declarations of conflict of interest.

1564. Minutes of the Board of Governors: 22 March 2016

The minutes of the last meeting were approved as a correct record and signed. There were no matters arising from the minutes.

1565. Appointment of Vice-Chancellor

The Chair reported on the work of the Appointment Panel established under Chair's Action (as authorised by the Board of Governors on 22 March 2016) and the Panel's recommendation for the permanent appointment of Professor Cara Aitchison, currently Vice-Chancellor at the University of St. Mark and St. John, Plymouth.

It was reported that negotiations on salary and terms and conditions had been concluded and that, subject to this meeting's approval, Professor Aitchison's employment as Vice-Chancellor would start on 1 October, 2016 from which date Professor Aitchison would also assume the role of Designated Officer (in accordance with HEFCW's Financial Memorandum).

It was agreed that Professor Jacqui Hare, Deputy Vice-Chancellor, would take the role of Acting Vice-Chancellor and interim Accountable Officer for the month of September 2016.

It was noted that the Appointment Panel had been supported by Odgers Berndtson, search consultants, and that there had been 24 applications which had resulted in a long-list of nine and a short-list of four. The four short-listed candidates had attended for interview.

Detailed discussion on remuneration for the new Vice-Chancellor and for Professor Hare as Acting Vice-Chancellor, as approved by the Remuneration Committee earlier on 5 July, was deferred as restricted business to the item on the work of the Remuneration Committee (min. 1573 below refers).

It was confirmed that a communication strategy for the new appointment was in place, embargoed until 7 July, and that the induction procedures for the new Vice-Chancellor would include meetings with staff across the University.

Resolved that:

- .1 Professor Jacqui Hare be appointed Acting Vice-Chancellor and Designated Officer for the month of September 2016 on terms and conditions agreed by the Remuneration Committee;
- .2 Professor Cara Aitchison be appointed Vice-Chancellor and Designated Officer from 1 October 2016 on a permanent contract on terms and conditions agreed by the Remuneration Committee.

1566. Standing Items:

1. Chair's Business

.1 Report of the Chair of the Board of Governors

The Chair's periodic report set out meetings and events attended since 22 March 2016 including the 2016 Spring Plenary Meeting of the Committee of University Chairs, held in London on 14 and 15 April. The Plenary Meeting had included a pensions briefing and a roundtable discussion on effectiveness reviews. The pensions briefing had examined the tax implications of changes to annual and lifetime allowances, the incidence across the sector of opt-outs and payments in lieu of pension contributions, and equality issues regarding tax mitigation options; such matters were being addressed by the Remuneration Committee.

It was noted that arrangements had been made for the Chairs of Universities Wales to meet the new Minister for Education on Friday, 29 July 2016 and for the Chair to have periodic 1:1 meetings with all governors over the course of the summer months.

It was reported that Chair's Action had been taken to appoint Mrs. Lisa Winstone as an external co-opted member of the Audit Committee for the Summer Term 2016. Minute 1570 below records Mrs. Winstone's appointment as an external co-opted member of the Audit Committee for the period 1 August 2016 to 31 July 2019.

Resolved that:

- .1 the report be received;
- .2 Chair's Action be noted.

.2 **Unconfirmed Minutes of the Strategic Planning & Performance Committee Meeting of 21 June 2016**

The minutes of the most recent meeting of the Strategic Planning & Performance Committee Meeting were tabled and the business of the meeting summarised.

Resolved that the unconfirmed minutes of the meeting of the Strategic Planning & Performance Committee Meeting of 21 June 2016 be received and the business of the meeting noted.

.1 **Progress of the Phoenix Project**

A written report, which had been presented to the Strategic Planning & Performance Committee, provided an update on progress in the project to develop a strategic alliance with Phoenix Satellite Television Holdings Ltd – Phoenix TV. The report detailed activity since the signing of the Memorandum of Understanding (MOU) between Phoenix Satellite Television Holdings Ltd, Cardiff City Council and the University on 8 February 2016. Such activity included development of an initial academic plan and modelling of income, costs and student numbers.

Appendices to the report presented the MOU, details of the high-level project management structure, the agenda for a Phoenix delegation's recent visit to Cardiff and the objectives of planned meetings. The written report was supported by an oral report which provided details of preparatory visits by a Phoenix delegation to Cardiff and by a University delegation to China during June 2016.

It was confirmed that significant resource would not be committed to this project until a further, more detailed agreement was signed by the parties, scheduled for September 2016, and that staff based at the proposed new campus would be University staff employed under the University's employment terms and conditions.

Resolved that the written and oral report be noted.

.2 Report of the President & Vice-Chancellor

The President & Vice-Chancellor's written report reviewed progress since the meeting of the Board of Governors on 22 March 2016 in the context of the Corporate Strategic Plan 2012-17.

It was noted that since that last report Academic Board had met on 22 April and 3 June, and Academic Quality and Standards Board (AQSB) had met on 18 May. Confirmed minutes of the March meeting of AQSB and of the April meeting of Academic Board were provided at Appendices 1 and 2 respectively. Unconfirmed minutes of the May meeting of AQSB and of the June meeting of Academic Board were provided at Appendices 3 and 4 respectively.

Specific attention was drawn to the following:

Oman Partnership – the issue of approval by the Ministry of Higher Education in Oman for the registration of Omani students onto the University's TNE programmes offered at Gulf College, Oman;

agreement on revised contracts with CAVC and Bridgend College for fee planning and access purposes;

the shortlisting of the University's Internationalisation Strategy for a Times Higher Education Leadership and Management Award;

the commencement of a three-year project to introduce a lecture capture system – potential consequences for student attendance and intellectual property rights were acknowledged;

the need to monitor, consult with members upon and respond to the consequences for the University and its staff and students of the referendum vote on 23 June 2016 to leave the EU (min. 1567 refers).

Resolved that the report be received

.3 Report of the Students' Union President

The Students' Union's President presented his last written report before the end of his term of office on 31 July 2016. The report provided i) details of the completion of the programme for the recruitment of School Representatives for 2016/17 and arrangements for an extended induction programme, ii) details of the establishment of an Internationalisation Forum to work with staff in the Cardiff School of Management and the International and Partnership Office to review how the Students' Union engaged with international and home students and iii) the first full Annual Report for Cardiff Met Students' Union. It was agreed that the Annual Report would be a standing item for presentation to the governing body's Summer Term meeting.

Resolved that the report be received.

.4 Unconfirmed Committee Minutes and Reports by Committee Chairs:

.1 Resources Committee: 14 June 2016

The Committee Chair, Mr. John Foster Thomas, presented the unconfirmed minutes of the Resources Committee meeting of 14 June 2016 and an oral report on the business of that meeting.

Particular reference was made to the following three items, the third of which was presented to the governing body for approval.

Strategic Estates Plan

Revisions to the Strategic Estates Plan to reflect an extensive budget review and the impact of the current year BCIS Tender Price Inflation Index on priority projects. The Plan, divided into Priority Projects and Other Projects, had been revised to reflect the 2016/17 budget setting process and the effects of reduced capital spend over the next three business years. The net effect across the programme was to delay significantly the re-development of the Cyncoed campus and to place most projects into the years 2020 and beyond.

Succession Planning and Talent Management

A presentation on Succession Planning and Talent Management was to be given to the Committee during the Autumn Term 2016 to provide a summary of progress towards the establishment of a framework supporting the development of aspiring academic leaders.

Student Residences Strategy

In addition to the finance reports recorded at minute 1568 below, one further report received by the Committee was a substantive item on the Board's agenda, viz. Student Residences Strategy (with an update on related Funding Options). This report, which had been endorsed by the Committee, advised Members on progress in financial planning for the proposed residential development on the Cyncoed campus and included a summary of borrowing options.

The report gave assurance that the Cyncoed residences project was based on a solid business case which had the capacity to generate significant cash for the University. However, given the timing of the appointment of the new Vice-Chancellor and the imminent commencement of development of a new corporate strategic plan, for the planning period to 2022, the report recommended deferral of the residences project to the Autumn Term 2016 to enable the governing body and executive, particularly the new Vice-Chancellor, to consider all available investment priorities and options that could be accommodated within the identified borrowing headroom. It was acknowledged that the capacity to borrow at such a significant level was unlikely to recur for a number of years. Supported by the advice of the estates working group, the Resources Committee endorsed the proposal to defer the project to the next term for further consideration.

Resolved that:

- .1 the unconfirmed minutes be received and the oral report thereon be noted;
- .2 the completion of the student residences full business case and its readiness for submission to HEFCW be noted;
- .3 work undertaken around funding options and borrowing capacity be noted;
- .4 the recommendation to defer detailed consideration of the Student Residences Strategy to the Autumn Term 2016 be approved.

.2 **Transnational Education Committee: 28 June 2016**

The draft open minutes of the most recent meeting of the Transnational Education (TNE) Committee and an oral report on the business of that meetings were presented by the Committee Chair, Mr. John Foster Thomas.

The Committee had received i) a written update on progress under the current TNE Business Plan (including details of TNE student recruitment, development of current and new partnerships, updated risk registers for five partners and updated due diligence on four prospective partners),ii) a near final draft of the 2016-2020 Business Plan, iii) updated risk assessments for one third of current provision and iv) a report on developments in the University's partnership with the London School of Commerce.

The draft of the new Business Plan had been endorsed for further development and a number of areas requiring clarification or definition identified. It had been agreed that the final version of the Business Plan would be presented during the Autumn Term 2016 for approval.

It was confirmed that the executive was in the process of assessing the adequacy of resource allocation for TNE business.

Resolved that the unconfirmed minutes be received and the oral report thereon be noted.

.3 **Audit Committee: 28 June 2016**

The Committee Chair, Mr. Peter Williams, presented the draft minutes of the Audit Committee meeting of 28 June 2016 and an oral report on the business of that meeting.

It was reported that the Committee had received a positive draft Internal Audit Annual Report for 2015/16 together with three positive internal audit reports and had approved the summary External Audit Strategy for 2015/16 together with the annual engagement letter and audit fee.

Internal Audit Plan 2015/16 – 2017/18

On the recommendation of the Audit Committee, the Board of Governors approved the Internal Audit Plan for the remaining two years of the current three-year plan. Appendices to the report presented the three-year Strategic

Internal Audit Plan for 2015/16 – 2017/18, the Operational Internal Audit Plan 2016/17 and the Internal Audit Charter which confirmed that internal audit work would be carried out in accordance with Public Sector Internal Audit Standards.

As recommended by the Audit Committee, the Plan was approved subject to revision by way of the insertion of a review of Collaborative Provision Partnerships during 2016/17 in addition to the review scheduled for 2017/18.

Resolved that:

- .1 the draft minutes be received and the oral report thereon be noted;
- .2 the Strategic Internal Audit Plan for 2015/16 – 2017/18 be approved as revised.

1567. Risk Management:

.1 **Strategic Risk Register, Implications and Actions**

A written report presented in its appendices the Strategic Risk Register, the Detailed Risk Register and a mapping of risk categories in the Strategic Risk Register to the corporate objectives. An additional appendix, Implications of the Outcome of the EU Referendum, was tabled. This appendix identified the implications of 'Brexit' for *inter alia* students and student recruitment, staff, European funded projects, HEFCW grant and fees and pensions costs. The implications of 'Brexit' were to be monitored by the governing body and the executive and activity in response reported regularly (min 1566.2 above refers).

It was confirmed that the Vice-Chancellor's Board and the Management Board (acting as the University's 'Risk Management Committee') had assessed the Strategic Risk Register on 23 May 2016 and 6 June 2016 respectively, that risk registers, including local risk registers, had been updated accordingly and that the Strategic Risk register and local risk registers were to be reviewed to reflect the outcome of the EU referendum and the risks posed by that outcome to staff, students and funding sources.

In giving consideration to the strategic risks it was acknowledged, as noted by the Audit Committee, that the four risks assessed as 'red' were linked by a common thread, viz. the tension between short-term resourcing factors and longer-term investment needs.

Resolved that the report be noted.

.2 **HEFCW Institutional Risk Review Letter**

It was noted that the annual Risk Review letter had not been issued by the date of the meeting and agreed that copies of the letter would be distributed for information on receipt.

1568. Finance Reports:

All reports under this agenda item had been endorsed by the Resources Committee.

.1 Outturn 2015/16: Third Review

A written report presented the third outturn review of 2015/2016 and provided an updated financial projection for the year together with a commentary on performance to the end of April 2016. Appendices provided a summary of the Income & Expenditure Account together with outline cash management, balance sheet and capital expectations.

The original projected surplus of £3.5m, with associated cash generation (before loan repayments) of £7.3m, had been revised during the year and currently stood at £104k, a break-even position; conversely the associated cash generation projection had been increased to £5.65m. It was noted that the reduction in the surplus was the result of a projected increase in the pension charge on the Cardiff and the Vale of Glamorgan Pension Fund, a non-cash movement, and pressure on three of the main income streams (International Fees, TNE and Research & Enterprise activity) which had failed to meet original income and contribution targets

Assurance was provided that although the surplus had been projected to reduce, the improvement in cash generation enabled the University to continue to produce a solid financial performance during 2015/2016.

Resolved that the report be approved.

.2 Budget Proposals 2016/17

A second written report set out the budget proposals for 2016/2017 in the context of the challenges presented during 2015/2016. The three income streams referenced in minute 1568.1 above were projected to demonstrate some improvement during 2016/2017. Turnover for 2016/2017 was projected at £101.3m (against an original budget figure for 2015/2016 of £101.6m.). The surplus for the year was forecast at £1.115m, with associated cash generation (before loan repayments and pension provision outflows) of £5.7m. This was acknowledged to be a solid position from which to build for the future.

It was noted that slowdown in turnover growth had impacted on the KPI for staff spend as a percentage of turnover. Slower income growth had been compounded by high levels of pay inflation arising from significant increases in national insurance and pension contribution rates. In addition, the University had invested significantly in additional staff for new programmes as part of the portfolio development initiative, such cost being incurred in advance of receipt of related tuition fees. Taken together, these factors combined to move the staff spend KPI out of alignment with the target giving a projections of 63.7% against a target of 60%. Assurance was provided, however, that this position would improve over the medium term as student numbers increased through a targeted additional 1,000 on-campus students with a corresponding increase in tuition fees from home, international and TNE students.

Appendices to the report presented the Income and Expenditure Account, Cashflow Forecasts, Consolidated Balance Sheets, Capital Budget and an Analysis of Expenditure by Area

Resolved that the proposed budget be approved.

.3 Fee Plan 2017/18

An oral report provide details of progress in the application for a Fee and Access Plan for 2017/18. Initial feedback on the Plan as originally submitted had been received and a number of minor revisions would be made and submitted under Chair's Action.

Resolved that the oral report be received and progress in the application for a Fee and Access Plan for 2017/18 be noted.

.4 HEFCW Financial Forecasts

A third written report under this item provided an overview of the University's financial forecasts for the period 2015 to 2020 which had been compiled in a prudent manner and demonstrated a strengthening financial position through a significant increase in profitability and cash generation. It was noted that the format of the forecasts had been substantially redesigned to take account of the introduction of the new Education SORP and the implementation of FRS 102.

The forecasts demonstrated the achievement of the student recruitment objectives from the portfolio development initiative.

Resolved that the financial forecasts be approved for submission to HEFCW.

1569. Policy and Strategy Development and Review:

.1 Healthy University Strategy 2016 – 2020.

The meeting received for approval a further version of the Health University Strategy 2016 – 2020 and Action Plan for 2016/2017, both of which had been endorsed by the Resources and Strategic Planning & Performance Committees. The latest versions of the Strategy and Action Plan were tabled. It was confirmed that the tabled version incorporated revisions made in response to consultation undertaken since a draft had been endorsed in March for further development.

It was suggested that the target in the Action Plan for the objective to promote social cohesion through community engagement and partnership could be more ambitious and that the scale of institutional and student activity should be increased over the duration of the Strategy.

As it had been necessary to table the most recent versions of the Strategy and Action Plan at the meeting, it was agreed that any further comments or suggestions from governors would be submitted to the Clerk by 8 July.

Resolved that the Healthy University Strategy for 2016 – 2020 be approved and the Action Plan for 2016/17 be noted.

.2 Strategic Equality Plan 2016-2020

Further to the Board's approval of a new Strategic Equality Plan on 22 March 2016 to run from 1 April 2016 (min. 1557.2 refers), a revised and more comprehensive Strategic Equality Plan for the business years 2016/17 to 2019/20 was presented for approval. The adoption of a version to run from 1 August 2016 synchronised the duration of the Plan with the University's business year.

It was confirmed that positive feedback had been received on the Plan approved in March and that the Plan and its Action Plan for 2016/17 had been revised to reflect recent feedback and to be consistent with the action plan drawn up in support of the University's April 2016 resubmission for an Athena Swan Bronze Award. The revised Plan had been endorsed by the Strategic Planning & Performance and Resources Committees and the Equality & Diversity Engagement Group.

It was agreed that further consideration would be given before the Plan's publication on 1 August 2016 to the level of the target to increase the proportion of women holding senior management positions.

Resolved that the Strategic Equality Plan for 2016 – 2020 be approved and the Action Plan for 2016/17 be noted.

.3 Prevent Policy 2016/17

The University's Prevent Policy was presented for its first annual review. The proposed Policy for 2016/17 was presented in a revised format which aligned the document more closely with the University's policy and strategy architecture without altering its scope or omitting legislative requirements.

It was reported that a Prevent Co-ordination Group (PCG) had been set up, chaired by the Deputy Vice-Chancellor, to monitor and co-ordinate the operation of the Prevent Agenda and provide a direct link to the Chair, the Board of Governors and its relevant committees, the Vice-Chancellor and the Executive, and the Internationalisation Board. The Group, which was comprised of governors and senior managers, would meet twice each term and have as a standing item the monitoring and review of the Prevent Risk Register.

It was confirmed that, subject to consideration of minor amendments, the Policy as revised had been endorsed by Academic Board, the PCG and the Audit Committee. It was confirmed further that the Policy recognised the governing body's duty to secure freedom of speech within the law and the University Chaplaincy's remit to provide pastoral care to all students (of any faith or of no faith).

Resolved that, subject to consideration of minor amendments, the Prevent Policy in its new format be approved for the academic year 2016/17.

.4 Student Charter 2015/16

The meeting received a revised Student Charter for adoption for 2016/17.

In accordance with HEFCW's requirement, the Student Charter as adopted for 2015/16 had been subject to joint annual review by the University and Cardiff Met Students' Union, including consultation with students and front facing staff. The revised Charter, which incorporated minor changes requested by the Students' Union and front facing staff, had been endorsed by the incoming and outgoing Students' Union Officers, the Learning and Teaching Board, Management Board and Academic Board. It had subsequently been endorsed by the Nominations & Governance Committee subject to further review early in the new academic year to clarify its purpose and status. This review was to be conducted in tandem with the review to be undertaken by HEFCW during the Autumn Term 2016 on the effectiveness of the published guidance on Student Charters. The outcomes of these two reviews, it was acknowledged, could require extensive change to the Student Charter for the year 2017/18.

Resolved that the revised Charter be approved for 2016/17 and further reviewed during the Autumn Term 2016.

.5 Electronic Communications Policy

A written report sought approval of a revised version of the Electronic Communications Policy. The revised version made only minor change to the extant version and had been endorsed by the Audit Committee.

Resolved that the revised Electronic Communications Policy be approved for a further three-year period.

.6 Counter-Fraud and Corruption Policy

A written report presented the Counter Fraud and Corruption Policy for periodic review. It was confirmed that the Policy remained fit for purpose and that no changes from the extant version had been deemed to be necessary. The continuing use of the Policy without change had been endorsed by the Audit Committee.

Resolved that the extant Counter Fraud and Corruption Policy be approved for a further three-year period.

.7 Whistleblowing Procedure

A written report presented a revised version of the Whistleblowing Procedure for the governing body's approval.

It was confirmed that the Procedure as presented complied with the provisions of the Public Interest Disclosure (Prescribed Persons) Order 2014 and the Enterprise and Regulatory Reform Act 2013 and in particular replaced the requirement for a disclosure to be "in good faith" with a requirement for a disclosure to be 'in the public interest'.

The revised Procedure had been endorsed by the Audit Committee subject to further, more substantive review during the Autumn Term 2016. A further version was to be submitted for approval during 2016/17.

Resolved that the revised version of the Whistleblowing Procedure be approved and a further revised version presented during 2016/17.

1570. Governance Report

A written report presented the recommendations of the Nominations & Governance Committee for the appointment and re-appointment of governors and members of committees, and provided details of progress under the current reviews of effectiveness, activity under the Prevent agenda, issues regarding academic governance, governor training and Leadership Foundation activity and recently-published HEFCW Circulars.

It was noted with approval that the Nominations & Governance Committee had agreed that a search for a new Chair, which would include provision for external advertisement, would commence during the Autumn Term 2016 in tandem with a search for new governors for 2017/18 *et seq.*

Resolved that:

- .1 the report be noted, and
- .2 the following proposals for appointment from 1 August 2016 for three years be approved:
 - Claire Morgan as Academic Board representative;
 - Ms Lisa Winstone as external co-opted member of the Audit Committee.
- .3 the following proposal for appointment from 1 September 2016 for three years be approved:
 - Dr Steven Jackson as co-opted governor with experience of education;
- .4 the following appointments to Committees from 1 August 2016 be approved:
 - Nominations & Governance Committee: Ms. Nicola Amery as Vice-Chair and Claire Morgan
 - Honorary Awards Committee: Mr Will Fuller, Student Vice-President;
 - Remuneration Committee: Nicola Amery to be Chair for 2016/17 as Board Vice-Chair;
 - Audit Committee – Mr. Umar Hussain to be Committee Chair;
 - Strategic Planning & Performance Committee – Ms. Nicola Amery;
 - Transnational Education Committee – Dr. Stephen Jackson

1571. Any Other Business

.1 Restricted Business

Resolved that the following reports retain restricted status:

Progress on the Phoenix Project
Student Residences
Internal Audit Plan
Strategic Risk Register
Outturn Third Review
Budget Proposals
HEFCW Financial Forecasts

.2 Retiring Governors

This being their last meeting before retirement from the Board of Governors, Professor Antony J Chapman, Mr. Peter Williams, Professor Scott Fleming and Mr. Stefan Kelly were thanked for their contributions to the work of the governing body as President & Vice-Chancellor, independent governor and Vice-Chair, Academic Board nominee and Students' Union President respectively.

Further tribute was to be paid at the Annual Dinner to be held on 14 July 2016 and to Professor Chapman specifically at a dinner to be held on 14 September (rescheduled from 6 July).

Part B

1572. FOR INFORMATION

The following document was tabled for information:

Rolling Calendar of Meetings 2016/2017

RESTRICTED BUSINESS

1573. Independent and non-staff/student co-opted governors: Report on the work of the Remuneration Committee meeting of 5 July 2016

In private session the independent and non-staff/student co-opted governors received an oral summary of the business of the Remuneration Committee meeting held earlier on 5 July 2016. It was reported that in respect of all senior post-holders the Committee had received reports on performance during 2015/16, considered objectives for 2016/17 and had set assignments, remuneration and terms and conditions for 2016/17.

In addition, this private meeting endorsed the remuneration package for the new Vice-Chancellor from 1 October 2016, such package having been earlier approved by the Remuneration Committee.