

## **CARDIFF METROPOLITAN UNIVERSITY**

### **MEETING OF THE BOARD OF GOVERNORS: TUESDAY, 11 APRIL 2017**

**Present:** Miss B Wilding (Chair), Professor C.C.Aitchison (President & Vice-Chancellor), Ms.N.Amery (Vice-Chair), Ms.J.Berry, Mr.G.Davies, Mr.P.Davies, Mr.W.Fuller, Ms.S.Hay, Mr.F.Holmes, Mr.U.Hussain, C.Morgan, Rev. Canon R. Morrison, Baroness Randerson, Dr.M.Waring, Mr.B.Woolridge and Mr.G.Yorston.

**Attendance:** Professor D.Brooksbank (PVC Enterprise), Mr.J.Cappock (COO), Professor S.Hanton (PVC Research), Professor M.Loutfi (PVC International), Mr.D.C.Price (PVC Strategy & Performance), Mr.A.Walker (Director of External Engagement), Mr.R.D.G.Walters (Secretary & Clerk to the Governors)

The business recorded under minute 1626 below was treated as restricted and transacted in the presence of independent and non-staff/student co-opted governors (hereinafter 'lay governors') and the President & Vice-Chancellor and Secretary & Clerk only.

#### **PART A**

The division of business into Parts A and B was approved without amendment.

#### **1610. Apologies for Absence**

Apologies for absence were received from Mr. John Foster Thomas, Mrs Katy Chamberlain, Mrs Monnaza Hussain and Dr. Stephen Jackson.

#### **1611. Declarations of Conflict of Interest**

There were no declarations of direct or indirect pecuniary or non-pecuniary conflicts of interest.

#### **1612. Minutes of the Board of Governors:**

##### **.1 29 November 2016**

The minutes of the minutes of the meeting of 29 November 2016 were approved as a correct record and signed. There were no matters arising from the minutes.

##### **.2 Special Meeting of the Board of Governors: 28 February 2017: Open Minutes**

The open minutes of the special meeting held on 28 February 2017 were approved as a correct record, subject to two revisions to the attendance list, and signed. There were no matters arising from the minutes.

The full, restricted minutes were presented during restricted business recorded at minute 1626 below.

### 1613. Strategic Risk Register

A written report presented the updated Strategic Risk Register for termly review. As addressed in the business of this meeting, the report recognised that the risk of poor financial health was a fundamental and systemic risk factor in the University's ability to deliver its strategic direction and that the University faced several challenges in this area which increased uncertainty across the institution. It was reported that in the current year the University had had to absorb a shortfall in fees for 2016/17 and a £3.5m pension deficit charge. It was acknowledged that an urgent imperative was to address the high proportion of income spent on staffing and that over the medium to long term the University would need to address the investment constraints arising from its current size.

The meeting noted and discussed the following:

that the ratings for three risks associated with the University's financial sustainability and investment were unchanged from the previous report but remained at status red;

that three risks had been increased, including one to red status, viz. the risk of the University being unable to agree its Fee & Access Plan with HEFCW, the regulator;

that the rating for two risks had reduced to take into account developments since the last update;

that no risks had been closed or added;

that there was need to address instances of incomplete or insufficient data;

that there was need to address protections against cyber attacks.

The governing body was pleased to note progress made in migrating the University's risk management information and processes to the new risk management system. Assurance was given that under the new system numbers of risks would be reduced and individual risks would be better and more succinctly defined and cohered. The approval of a new Strategic Plan (min. 1615 below refers) would necessitate a fundamental review of the Strategic Risk Register to ensure *inter alia* its continued alignment with the University's strategic aims and objectives.

**Resolved** that the report and the Summary Strategic Risk Register be noted.

### 1614. Standing Items

.1. Chair's Business

.1 Report of the Chair of the Board of Governors

.1 Meetings and Events

The Chair's periodic report set out details of meetings and events attended since 11 November 2016. The report included details of meetings held in relation to the establishment of a sixth School (latterly known as the Cardiff School of Technologies).

.2 Chair's Action:

As reported to the meeting of the former Phoenix Project Committee held on 22 February 2017, Chair's Action had been taken to authorise the appointment of a consultant to act on behalf of the University in the development of the Cardiff School of Technologies.

3. Senior Post-Holders

The appendix to the report presented the job description and person specification for the new post of Deputy Vice-Chancellor (Academic) – minute 1614.2 below refers.

It was reported that, as agreed during restricted business transacted at the special meeting of the Board of Governors held on 28 February 2017, a selection and recruitment procedure for a new position of PVC (Student Engagement) was to proceed as soon as was practicable. Indicative proposals for revisions to the senior staff structure were provided under restricted business at minute 1626.

4. Strategic Planning & Performance Committee

The unconfirmed minutes of the Strategic Planning & Performance Committee (SPPC) meeting of 21 March 2017 were provided for information (min. 1614.1.3 refers). Particular attention was drawn to items of SPPC business which did not appear on the agenda for this meeting, viz. i) Staff Monitoring Report; ii) Update on Teaching Excellence Framework 2 Submission and iii) Welsh Language Standards: Update.

It was reported that SPPC had agreed that an additional report would be provided to this meeting providing a comprehensive explanation of the causes of the forecast deficit, the escalation of the ratio of staff spend to total income to its current level and the level of under-recruitment together with an exploration of the options for improvement (min. 1619 below refers).

**Resolved** that:

.1 the report be received;

.2 Chair's action be noted.

.2 Appointment of Deputy Vice-Chancellor (Academic)

Confirmation was provided that the selection and recruitment procedure for the appointment of a Deputy Vice-Chancellor (Academic) had proceeded in accordance with the resolutions of the Board of Governors on 28 November 2016. It was reported that 24 applications had been received and seven applicants short-listed. Interviews had been held on 4 and 6 April 2017 and an offer of employment made to one candidate subject to Board approval, the receipt of satisfactory references and the successful outcome of negotiations on terms and conditions. Details of the successful candidate were disclosed and, subject to conditions, a formal recommendation for appointment made to lay governors as recorded at minute 1626.3 below.

It was noted that a policy dealing with the granting of professorial titles to senior post-holders appointed by the Board of Governors would be presented to the July 2017 meeting for approval. The selection process for the post of Deputy Vice-Chancellor (Academic) had included the required elements of the procedure for the granting of professorial title to that post-holder by the Appointments Committee; similar arrangements for award of professorial title would apply where appropriate to other senior post-holder recruitment and selection procedures undertaken during the Summer Term 2017.

**Resolved** that:

- .1 progress in the appointment of a Deputy Vice-Chancellor (Academic) and the making of a recommendation for appointment to lay governors be noted.
- .2 arrangements for the award of professorial title to relevant senior posts by the Appointments Committee be approved.
- .3 Unconfirmed Minutes of the Strategic Planning & Performance Committee Meeting of 21 March 2017

The unconfirmed minutes of the most recent meeting of the Strategic Planning & Performance Committee were tabled for information.

**Resolved** that the unconfirmed minutes be received.

.2 Report of the Vice-Chancellor

The Vice-Chancellor's periodic report covered the months of December 2016 to March 2017 over which time senior staff focus had been on:

reducing the financial deficit for 2016/17;

improving student recruitment, retention and experience;

developing the Strategic Plan 2017/18 – 2022/23;

building external relations to support the repositioning of the University;

the planning of, and securing support for, the new Cardiff School of Technologies.

The report addressed those five topics in detail and six additional topics more briefly and was supplemented by two agenda items with separate reports relating to the Strategic Plan and the new Cardiff School of Technologies. The additional topics addressed were:

international partnerships and mobility including initiatives to position the University as an outward-looking institution offering a welcome to asylum seekers and refugees;

exiting the EU, with continuing lobbying activity in partnership with Universities Wales and UUK to safeguard student recruitment, student mobility, research funding and the future of existing EU staff;

research and estates developments including review of the Estates Master Plan;

civic contribution and community relations.

In response to a steer given to HEFCW by the Cabinet Secretary for Education, it was agreed that a full review would be undertaken of the feasibility of introducing the real living wage; a proposal was to be made to a future meeting.

It was noted that a review was to be undertaken of the financial and other support provided to staff undertaking PhD research funded by the University;

**Resolved** that the report be noted.

### .3 Report of the Students' Union President

The meeting received the report by the Student's Union President on activity during the Spring Term 2017 under the five headings described below.

#### Executive Officer Elections

Elections held in March 2017 had resulted in the election of Mr. Will Fuller, the 2016/17 Vice President, as President for 2017/18 and Mr. Ieuan Gardiner, 2016/17 School of Education representative, as Vice President for 2017/18. It was noted that these elections had recorded the highest number of votes cast in such elections for a number of years. Ways were being examined to streamline the voting process and increase engagement across the student population.

#### Development of Representation Structure

Details were presented of a review of the Students' Union's representation structure and of the introduction of six part-time officer roles for the next academic year focussing on areas which would contribute to the University's strategic plan and assist in specific areas of student engagement. These six roles were Welsh Language Officer, Equality & Diversity Officer, Communications & Technology Officer, Activities & Societies Officer, International Students Officer and Health & Wellbeing Officer.

### International Student Partner Event

In January 2017, with the support of the International & Partnerships Office, the Students' Union had held its annual training event for student representatives of the University's international partners.

### STAR Society

In response to a petition handed in by the Student Action for Refugees Society seeking support for asylum-seeking students wishing to enrol at the University, it had been decided that the University and the Students' Union would provide joint support for eligible applications during 2017/18.

### Mental Health

In January 2017 the President of the Students' Union had signed the *Time to Change Wales* pledge on behalf of the Students' Union to address stigma attached to those suffering from mental health problems.

**Resolved** that the report be noted.

#### .4 Unconfirmed Committee Minutes and Reports by Committee Chairs:

The meeting received the unconfirmed minutes of the most recent meetings of the Resources Committee and the Audit Committee and summary oral reports of the most significant items of business. It was reported that the Transnational Education Committee had not met during the Spring Term 2017 and would next meet in June 2017.

##### .1 Resources Committee: 14 March 2017

In the unavoidable absence of the Committee Chair, the meeting received an oral report on significant business from the Board's Vice-Chair. The oral report covered:

the Human Resources Strategic Framework;

the Strategic Estates Plan Update;

the Committee's approval of Halls Fees for 2017/18 and Tuition Fees for 2018/19;

receipt of reports on budget preparation for 2017/18, Treasury Management, staff monitoring and Level 3 and Professorial pay and terms & conditions, the annual Transparency Exercise and the University's compliance with HEFCW's Memorandum of Assurance and Accountability;

receipt of a further update on a potential enterprise opportunity (Impact Innovation).

##### .2 Audit Committee: 28 March 2017

The Committee Chair presented a summary report of the following significant business:

good progress under the Internal Audit Plan for 2016/17 with receipt of three moderate assurance reports on i) UK Visas and Immigration, ii) Fee and Access Plans and iii) the Improvement, Capacity and Efficiency Programme);

receipt of a presentation on the new Symbiant Risk Management software which was due for full implementation by the end of July 2017 – it was agreed that a similar presentation would be presented to the full governing body during 2017/18;

receipt of a draft Risk Management Policy in advance of submission of a further version for the Committee's endorsement and subsequent approval by the Board of Governors during the Summer Term 2017;

receipt of annual reports on Information Compliance and Procurement.

**Resolved** that the oral reports and unconfirmed minutes be received.

#### **1615. Strategic Plan 2017/18 – 2022/23**

The meeting received and approved (subject to minor matters suggested for consideration) the final version of the Strategic Plan for the period 2017/18 to 2022/23. It was noted with approval that Academic Board on 3 March 2017 had recommended that the duration of the Plan be extended from five years to six years.

The Plan was supported by the three pillars of Places, People and Performance and the seven strategic priorities of i) a values-driven University; ii) the Cardiff Met EDGE (Ethical, Digital, Global, Entrepreneurial Cardiff Global), iii) the Cardiff School of Technologies; iv) Cardiff Global: an international University rooted in Wales; v) managed growth across all Schools; vi) growth in research and innovation and vii) synergy between on- and off-campus provision.

The Plan included twenty measures of success, progress under which would be monitored by SPPC and Management Board. These core measures of success would be supported by a wider range of management-focussed key performance indicators which were currently under development and would be approved by Management Board.

It was noted with approval that the Plan, the achievement of which would be challenging, demonstrated the University's ambition and had been designed to enable growth and to allow the University to improve and enhance its reputation. It recognised the importance of competitive advantage and provided for the review and enhancement of portfolio and analysis of risks. Assurance was given that students and the student experience were core to the Plan and that the implementation of the Plan would take account of the impact of demographic dip and alternatives to university open to school leavers.

The meeting noted that the implementation of the Plan would rely in part on effective monitoring and challenge by governors. It was suggested that the implementation of the Plan and the development of mechanisms for monitoring achievement and strategies for tackling under performance against targets would be discussed at the next Board away-day, scheduled for 2017/18.

It was agreed that a communication plan for the introduction of the new Strategic Plan was to be drawn up for use internally and externally and that details of progress under the communication plan would be presented to the next meeting.

The meeting acknowledged and was grateful for the contributions to the development of the Plan made by governors, students and staff.

**Resolved** that the Strategic Plan for the period 2017/18 to 2022/23 be approved.

#### **1616. School of Technologies: Update**

The Vice-Chancellor presented a written progress report on the development of the Cardiff School of Technologies (4D: Data, Digidol, Dylunio, Dyfodol). The new School was described as a new and unique collaborative approach to a global industry-education partnership of significant, educational, economic and social value designed to develop the future of digital, data and design technologies, deliver a catalyst for economic growth and devise an engine for educational aspiration and social cohesion.

It was noted that the development of the Cardiff School of Technologies formed 'Priority 3' in the list of seven priorities outlined in the new Strategic Plan 2017/18 – 2022/23.

The report set out the next steps in the School's development which included finalisation of membership of and the programme of work for the Project Executive Group (with reconfiguration of the Phoenix Project Group), appointment of an external consultant and recruitment of a Dean of School.

**Resolved** that the report be received

#### **1617. Portfolio Development Group**

A written report, which had been presented to the Strategic Planning & Performance Committee, provided details of the business and minutes of the revised Portfolio Development Group (PDG) meetings of 17 January 2017 and 2 March 2017 and contained a progress report on the revised arrangements for portfolio development. In accordance with the resolutions of SPPC, an update on that progress report was presented which detailed progress in the development of proposed metrics for portfolio review. A further progress report was to be presented to the next SPPC meeting (scheduled for 20 June 2017).

Members commented on the enhancement actions and the initial proposals for a full portfolio review and sought assurance that the work of PDG cross-referred to that of the Financial Sustainability Group (FSG).

**Resolved** that progress made in reviewing the operation of the PDG be noted

#### **1618. Student Recruitment Summary (2016 Entry (Home/EU) and 2017 Entry Update**

A written report, which has been considered by the Resources Committee on 14 March 2017 and the Strategic Planning & Performance Committee on 21 March 2017, presented an update on 2016 enrolments and on Student Applications showing underachievement in undergraduate and postgraduate enrolment for 2016/17 and progress so far in undergraduate applications for 2017/18. The report presented a graphical representation of 2016 Enrolments and Application Patterns, UCAS tracker data as at 5 March 2017 (updated orally at the meeting) and current and planned marketing activity.

It was reported that Resources Committee had noted that the usefulness of the report and an understanding of the true measure of over or under-achievement would be enhanced by a comparison of current targets and performance against past targets rather than against actual numbers.



The meeting noted the benefits to be gained from closer and more strategic working with local partner institutions (FE Colleges and schools) to encourage progression.

It had been agreed that the report to this meeting on recruitment and applications would be supplemented by an additional report providing a comprehensive explanation of the causes of the forecast deficit (minute 1619 refers) the current ratio of staff spend to total income and the level of under-recruitment together with an exploration of the options for improvement.

**Resolved** that the report be noted.

#### **1619. Deficit Causes and Corrective Actions**

In accordance with the foregoing minute, a written report provided an assessment of the environmental and internal factors which had contributed to the current financial position and an update on ongoing work to address that position.

It was noted that recent reports had highlighted concerns about lower growth in income and the consequent negative impact on the metric around growth in the staff cost base target of no more than 60% of Income in a three year period.

The report argued that the deficit could be attributed to two main causes:

an increase of £3.5m in the assessment of the actuarial deficit in respect of the Local Government Pension Scheme notified to the University by the Scheme Actuaries during September 2016, after the budget had been approved;

a projected reduction of £3.1m in tuition fee income due to a shortfall in new and returning students - approximately 2/3<sup>rd</sup> relating to intake and 1/3<sup>rd</sup> to retention.

These negative factors had been offset in part by the release of the contingency fund (£890K) and a contribution from International Mobility projects. Corrective action was being undertaken through the work of the Financial Sustainability Group (FSG). The projected outturn had been revised to a loss of £2M with associated cash generation through operations of £6.1M, an improvement on the previously reported position of £2.1M. This improvement, it was argued, was due predominantly to the implementation of a number of in-year efficiency measures designed to reduce both salary and non-salary costs and also to the suspension of devolved budget authority within the five Schools.

The report presented a summary of corrective actions including ongoing FSG activity to identify and implement efficiencies, a fundamental review of the academic portfolio, further development of cost reduction options, revised approaches to retention, ongoing student recruitment review, continued monitoring of recruitment and refinement of the forecasting approach.

**Resolved** that the report be noted.

#### **1620. Finance Reports**

##### **.1 Outturn 2016/17: Second Review**

A written report provided the second outturn review of 2016/2017 and details of the maturing financial position at the end of January 2017. Appendices provided a summary of the Income & Expenditure Account at 31 January 2017 and outline cash management, balance sheet and capital expectations.

It was reported that the University had originally budgeted for a surplus of £1.1m with associated cash generation through operations of £5.7m. The budgeted expectation had been reviewed during November 2016 and revised to a loss of £4.1m with associated cash generation through operations of £4m. Subsequently the projected outturn had been further revised and was currently targeted at a loss of £2m with associated cash generation through operations of £6.1m, an improvement on the previously reported position of £2.1m.

Although the University was still targeting a loss for the year of £2m, it was also targeting cash generation of £6.1m (6% of turnover). If achieved, this level of cash generation would, it was argued, represent a solid financial performance

**Resolved** that the report be approved.

.2 **Fee and Access Plan 2018/19**

A written report, which had been presented to the Resources Committee on 14 March 2017, provided information on the development of the University's 2018/19 Fee and Access Plan. In addition, the report described a number of matters that would need to be taken into account by the University as the 2018/19 Fee & Access Plan was developed.

In a recent announcement HEFCW had set Friday, 19 May 2017 as the date for submission of the Plan. A decision by the Funding Council on whether to approve or reject the Plan was expected to be made on or by 31 July 2017.

It was agreed that a draft of the Plan would be provided to members for comment prior to submission of the Plan to HEFCW under Chair's Action by 19 May.

**Resolved** that:

- .1 the report be noted;
- .2 the Fee and Access Plan for 2018/19 be submitted to HEFCW under Chair's Action by 19 May 2017.

**1621. The Quality Assurance Framework for Wales, Governing Body Annual Quality Assurance Statements and Academic Governance**

A written report summarised developments in the Quality Assurance environment including quality assessment aspects of the Higher Education Wales Act 2015 and the responsibilities of governors under the developing Quality Assurance Framework for Wales.

It was agreed that a comprehensive report, focussing on the key elements of the quality system and covering activity since the 2014 QAA Institutional Review, would be submitted for governors' consideration either at an away-day early in the Autumn Term 2017 or at the October 2017 meeting of the Board of Governors

**Resolved** that the report be noted.

## **1622. Policy Approval:**

### **.1 Data Management and Governance Policy**

A written report submitted a draft Data Management and Governance Policy for approval and, for information, an outline three-year schedule of proposed business for the Data Governance Committee. It was noted that the proposed Policy had been endorsed by the Resources Committee and Management Board and had been subject to a positive (no detriment) equality impact assessment.

**Resolved** that the Data Management and Governance Policy be approved and reviewed during 2019/20.

### **.2 Records Management Policy**

A written report provided for approval a draft revised Records Management Policy which had been endorsed by the Resources Committee and Management Board. The draft Policy had been subject to a positive (no detriment) equality impact assessment.

**Resolved** that the Records Management Policy be approved and further reviewed during 2019/20.

## **1623. Governance Report**

A periodic written report summarised developments in the University's governance arrangements since November 2016.

### **Board and Committee Membership**

It was reported that, as an outcome of the recent search for new governors, a short-list of five candidates had been invited to attend informal interviews with the Chair, Vice-Chair and Vice-Chancellor during May 2017.

The outcomes of these interviews, which were to be attended as observers by the Students' Union's President and the Support Staff Representative, were to be reported to the Nominations & Governance Committee with a view to recommendations for appointment being made to the Board of Governors on 4 July 2017.

On the recommendation of the Nomination & Governance Committee the meeting agreed to appoint:

Dr. Stephen Jackson, Chair of the TNE Committee, as a member of the Strategic Planning and Performance Committee with immediate effect;

Ms. Nicola Amery, Board Vice-Chair, as the University's second representative on ChUW with immediate effect in succession to Mr. John Foster Thomas who was to retire from the Board of Governors on 31 July 2017

### **Developments in Equality & Diversity**

An appendix to the report presented an update prepared by the Equality & Diversity Unit on Equality & Diversity developments achieved to date during 2016/17.

### Vice-Chancellor's Professorial Title

It was reported that in accordance with the procedure approved by the Board of Governors on 29 November 2016 (Board minute 1603.2 refers), the Appointing Committee, conducting its business by correspondence, approved the application by the Vice-Chancellor for a Personal Chair with the title '*Professor of Geography and Cultural Economy*'.

### Modern Slavery

Confirmation was given that the first Slavery and Human Trafficking Statement had been signed by the Chair and published before the due date of 31 January 2017.

### Appeals Committees

Two Appeals Committees had met since the November 2016 meeting of the Board of Governors. The first appeal, a staff appeal against summary dismissal, had been successful and an order for summary dismissal replaced by a final written warning. The second appeal, a student appeal against permanent exclusion, had been unsuccessful.

### Review of Board and Committee Effectiveness

Software problems having been resolved, it was anticipated that the paperless meetings project would be launched during the Summer Term 2017.

It was reported that proposals for another round of effectiveness reviews of the Board and its Committees would be presented to the next meeting. These proposals would include a follow-up review of the last full review of the Board of Governors.

### **Resolved** that:

- .1 the report be noted, and
- .2 appointments to the Strategic Planning & Performance Committee and to Chairs of Universities Wales be made as recorded above.

### **1624. Any Other Business**

#### **.1 Restricted Business**

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

Strategic Risk Register  
Strategic Plan  
Student recruitment  
Deficit Causes and Corrective Actions  
Outturn Second Review

## **PART B**

Papers under Part B were not discussed at the meeting and any recommendations therein were taken as approved.

### **1625. .1 Welsh Government's Remit Letter to HEFCW 2017/18**

The 2017/18 Remit Letter was presented for information prior to its presentation to the Strategic Planning & Performance Committee during the Summer Term 2017 for consideration.

**Resolved** that the contents of the Remit Letter be noted.

### **.2 Annual Monitoring Report (2015/16) on the Implementation of the Cardiff Metropolitan University's Welsh Language Scheme**

A written report presented the annual monitoring report on the University's Welsh Language Scheme for the 2015/16 academic year. The report had been presented to the Strategic Planning & Performance Committee on 21 March 2017 and was to be submitted to the Welsh Language Commissioner by 30 April 2017.

**Resolved** that the report be approved.

### **.3 Health & Safety Committee Annual Review 2016**

A written report provided a summary of progress in the management of health and safety across the University during 2016.

Assurance was given that the Health and Safety Committee continued to fulfil its remit to consider all relevant aspects of Health, Safety and Well-being in the working environment and to monitor the effectiveness of the University's Occupational Health and Safety policies. The Committee's termly meetings were provided with advice on relevant Health and Safety matters which included periodic progress reports on the management of health and safety within the University. Monitoring reports on health and safety management were provided to the University's Resources and Audit Committees and Management Board (sitting as the Risk Management Committees).

Attached to the report was the Health and Safety Committee's Annual Review for 2016 which had been based on the Health and Safety Executive's 'Successful Health and Safety Management' publication HSG65 and the Universities and Colleges Employers Association (UCEA) 2015 publication 'Leadership and Management of Health and Safety in Higher Education'.

The review included a summary of the following key areas:

- Policy development
- Health and safety organisation
- Health and safety planning and implementation
- Health and safety monitoring
- Health and Safety audit/review

**Resolved** that the report and the annual review be noted.

.4 Equality & Diversity Annual Report 2015-16

The final version of the annual Equality & Diversity Report, which had been published on 31 March 2017, was presented for information.

**Resolved** that the Equality and Diversity Annual Report for 2015/2016 be received.

.5 Complaints: Report 2015-16

The annual Complaints Report provided an analysis and summary of all types of formal and informal complaints received and administered by the Acting Dean of Students and the Complaints Manager between 1 August 2015 and 31 July 2016.

Assurance was given that the Complaints Procedure continued to work efficiently and operate in line with the Office of the Independent Adjudicator's Good Practice Framework and guidance on consumer law rights.

**Resolved** that the report be received.

.6 Minutes of Academic Board:

The most recent minutes of the Academic Board were presented for information:

.1 Minutes of the special meeting of 16 November 2016

.2 Unconfirmed minutes of the meeting of 3 March 2017

**Resolved** that the Academic Board minutes be received.

.7 Rolling Calendar 2017-18

The most recent iteration of the rolling calendar of Board and Committee meetings was presented for members' approval.

**Resolved** that the rolling calendar be approved.

**1626. Restricted Business**

The minutes of the restricted business of the meeting of 11 April 2017 were recorded separately and maintained confidentially by the Clerk to the Governors. They covered confirmation of the restricted minutes of the special meeting of the Board of Governors held on 28 February 2017, a report on the business of the Remuneration Committee held on 17 January 2017 and a report on progress in the reorganisation of the University's Leadership Structure (Levels Two and Three).