

CARDIFF METROPOLITAN UNIVERSITY

MEETING OF THE BOARD OF GOVERNORS: TUESDAY, 27 MARCH 2018

MINUTES

Present: Miss B.Wilding (Chair), Professor C.C.Aitchison (President & Vice-Chancellor), Ms.N.Amery (Vice-Chair), Ms.J.Berry, Ms.K.Chamberlain, Mr.W.Fuller, Mr.I.Gardiner, Mrs.S.Goodson, Ms.S.Hay, Mr. G. Hardacre, Mr.U.Hussain, Dr.M.James, Dr.K.Nnoaham and Dr.C.Turner.

Attendance: Ms.J.Boddington (PVC Student Engagement), Mr. J. Cavani (Director of External Engagement), Professor S. Chang (Deputy Vice-Chancellor Academic), Professor S. Hanton (PVC Research & Innovation), Mr.D.Llewellyn (Director of Finance), Professor M.Loutfi (PVC International), Professor L. Robinson (PVC and Dean of the Cardiff School of Sport and Health Sciences) and Mr.R.D.G.Walters (Secretary & Clerk to the Governors)

The business recorded under minute 1693 below was treated as restricted and transacted by independent and non-staff/student co-opted governors only.

The division of business into Parts A and B was confirmed.

It was agreed that Part B papers would not be discussed at the meeting and any recommendations therein taken as approved unless discussion was agreed by the Chair at the start of the meeting.

PART A

1678. Apologies for Absence

Apologies for absence were received from Mr. F. Holmes Dr. S. Jackson, Mr. S. Kidwai and Claire Morgan. It was noted that for personal and professional reasons Mr. Graeme Yorston, independent governor, had resigned from the governing body with effect from 5 March 2018.

1679. Declarations of Conflict of Interest

There were no declarations of conflict of interest.

1680. Minutes of the Board of Governors: 28 November 2017

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

1681. Key Corporate Risks and Corporate Risk Register

The meeting received a written report which assisted members to oversee the implementation of the Risk Management Policy and the effective mitigation of the risks related to the objectives of the Strategic Plan.

The report confirmed that the risks on the corporate risk register had been reviewed and evaluated for their potential impact on the University's Strategic Plan and the Governing Body's approved Risk Appetite and Tolerance Statement. A summary of the University's Key Risks was provided within Appendix 1 which included additional summary information regarding the mitigation and management of each risk. The scoring of the Key Risks reflected

the University's Strategic Risk Headlines and high-level operational performance. Details of further amendments and movements within the Corporate Risk Register were provided in Appendix 2.

With regard to the Strategic Risk Headlines the meeting noted and discussed:

that the removal of the inflationary increase in undergraduate fees had imposed significant operational limitations on how the University could deliver the £150m income ambition of the Strategic Plan - in the medium-term the strategic risk environment showed potential to deteriorate and impact adversely on full-time undergraduate financial performance;

that there now existed the potential for an increase in the likelihood of a number of strategic risks being triggered which were linked to full-time undergraduate financial performance, in particular the risk of the introduction of differential fees and the risk of a material reduction in the cross-border flow of English domiciled students;

the potential significant impact on the Welsh HE sector of the recently-announced review of post-18 education in England – although a review of the more fundamental aspects of the current funding system (income contingent loans and un-capped student numbers) was out of its scope, it was observed that value for money, and by extension, differential pricing, was firmly within the scope of the review. It was acknowledged that all HEIs in Wales would be highly exposed to a differential fee regime whether introduced in Wales or England.

Attention was drawn to differing approaches to and understanding of “value for money” as evidenced in the Corporate Risk Register and, through the Vice-Chancellor's report, in the recently published report *Value for Money: The Student Perspective* commissioned by the Office for Students and led by a consortium of Students' Unions. It was suggested that research be undertaken with Cardiff Met students to identify their understanding of “value for money” and to inform marketing activity.

Resolved that the report be noted.

1682. **Standing Items:**

.1. **Chair's Business**

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

The Chair's periodic written and oral report listed meetings and events since the last report in November 2017 including the launch event in February at The Senedd for the Cardiff School of Technologies and HEFCW's Institutional Visit on 22 March 2018. The meeting received an oral summary of the meeting of Chairs of Universities Wales held earlier on 27 March, the business of which had included discussions with HEFCW's Chief Executive and the Welsh Government's Head of Higher Education Division.

.2 **Strategic Planning & Performance Committee: 13 March 2018**

The unconfirmed minutes of the meeting of the Strategic Planning & Performance Committee held on 13 March 2018 were provided for information. It was noted that the one substantive item of the Committee's business not included on the Board's agenda for this meeting had been Strategic Projects and Annual Targets. It was noted that the Strategic Projects Register and

progress updates were to be regular items on the agendas for Management Board, Academic Board, the Strategic Planning & Performance Committee and the Board of Governors.

Resolved that:

- .1 the contents of this report be noted;
- .2 the unconfirmed Minutes of the Strategic Planning & Performance Committee Meeting of 13 March 2018 be received.

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

The Vice-Chancellor's written report covered activity during December 2017 to March 2018 during which period the focus of the new senior team and other University managers had been on:

responding to changes to the Higher Education funding and policy landscape;

developing Enabling Strategies to support the delivery of the Strategic Plan 2017/18 – 2022/23;

identifying and developing Strategic Projects to ensure delivery of the seven priorities outlined in the Strategic Plan;

developing the concept of the Global Academies;

initiating the Master Planning project for the University estate;

developing the business case, portfolio, funding proposal and site plans for the new Cardiff School of Technologies;

initiating the review of the University's Professional Services departments;

reducing the deficit budgeted for 2017/18;

introducing a programme of staff development to ensure leadership capacity building and succession planning to meet the needs of the new Strategic Plan;

introducing the new Welsh Language Standards.

The meeting was pleased to note the appointment by the joint UK Higher Education Funding Councils of Professor Sheldon Hanton, PVC Research and Innovation, to membership of the Research Excellence Framework (REF) 2021 Sub-Panel for Sport and Exercise Sciences, Leisure and Tourism.

Resolved that the report be received

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

A written report provided an update on the activity of the Students' Union since the last meeting and confirmed the outcomes of the elections for Students' Union President and Vice-President for 2018/19, viz. Mr. Ieuan Gardiner and Mr. Jon Nottingham respectively. As was customary it was agreed that the 2018/19 President and Vice-President would be appointed as co-opted governors for their periods of office.

The report covered i) the continuing development of the representation structures, ii) the successful International Partner Conference for student representatives at partner institutions held between 5 and 8 February 2018 with the support of the International & Partnership Office, iii) the inaugural Students' Union Rep Conference held on 16

January 2018 as part of the Enhancement Week schedule, iv) the establishment of a staff and student Interfaith Group, v) the introduction of new Student Wellbeing Initiatives (puppy petting days and resiliency and wellbeing training) and vi) preparations for the forthcoming Awards Season including the annual Student Achievement Awards, Sports Awards and the Cardiff Met July Awards ceremonies.

Resolved that:

- .1 the report be noted;
- .2 Mr. Ieuan Gardiner and Mr. Jon Nottingham be appointed as co-opted governors for 2018/19.

.4 Unconfirmed Committee Minutes and Reports by Committee Chairs:

.1 Resources Committee: 6 March 2018

The Committee Chair provided an oral report on the business of the most recent meeting of the Resources Committee and presented the unconfirmed minutes for information. Particular reference was made to HR activity, including the requirement to report to HEFCW during April 2018 on senior pay and the gender pay gap and the need for additional robustness and transparency in the setting of senior pay.

With regard to Gender Pay Gap reporting, it had been confirmed that the University undertook periodic equal pay reviews in line with nationally agreed guidelines to ensure that employees receive equal pay for work of equal value. The results of the Equal Pay for Equal Work Review had evidenced no major issues with staff on the 51 point pay spine. There were concerns, however, regarding senior staff paid above this pay scale, particularly at Level 2. These matters were to be addressed through an action plan to be drawn up following the results of the Review. Assurance was given that due regard would be given to the imperative to control total staff pay expenditure.

It was noted that the public sector in Wales was required to produce an action plan to address the identified gap but had greater flexibility in how to publish and report data to the Welsh Government than was afforded in England. A software upgrade to run reports on Gender Pay Gap has been installed to provide the flexibility to publish the gap data as desired and to formulate the required action plan.

.2 Transnational Education Committee: 13 March 2018

The meeting received the unconfirmed open minutes of the most recent meeting of the TNE Committee.

.3 Audit Committee: 20 March 2018

It was reported that for want of quorum the meeting of the Audit Committee scheduled for 20 March 2018 had been postponed to 11 May 2018. The Committee would thus meet on two occasions during the Summer Term 2018.

Resolved that:

- .1 the unconfirmed minutes and oral report on Resources Committee business be received;
- .2 the open minutes of the TNE Committee be received;

- .3 the postponement and rescheduling of the Spring Term meeting of the Audit Committee be noted.

1682. Measures of Success: Update for end of year 2016/17 and interim report for 2017/18

A written report provided a final update on the University's progress in achieving its Measures of Success and associated performance indicators for 2016/17. The report provided also an indication of the work required to achieve the targeted performance for the current year and the end of the planning period. An in-year report on 2017/18 performance was attached at Appendix 1.

Appendix 2 provided an updated tabular overview of the University's performance against each of the targets for the 2016/17 academic year and a form of balanced scorecard that provided a RAG rating for each of the core areas of performance.

It was noted that the report provided performance information which the executive would use to inform decisions on the effective deployment of effort and resource to achieve the objectives of the University's Strategic Plan. The report identified challenges in terms of institutional sustainability in the guise of the prospect of a reduced fee or a cap on student numbers which could impact adversely upon the University's capacity to achieve its objectives.

Resolved that the report be noted.

1683. One Cardiff Met - School of Technologies: Update

The meeting received an oral summary of the business of the One Cardiff Met Project Board meeting held earlier on 27 March 2018 and of progress in the development of the business case for the new Cardiff School of Technologies.

The meeting received and endorsed for further development and clarifications the draft Memorandum of Understanding with Rightacres Property Developers and noted and approved the timeline for Portfolio Development, Business Case, Planning and Construction.

Resolved that:

- .1 the oral report be received;
- .2 the draft Memorandum of Understanding be endorsed for further development;
- .3 the above timeline be approved.

1684. New Portfolio Development

A written report provided details of current portfolio development.

It was noted that the proposed new programmes reflected a step change in the University's vision with new professionally-oriented provision which would contribute to the Welsh Government's priority of increasing gross value added. It was explained that such programmes were designed to attract high tariff entry requirements leading to high level graduate salaries, heightened international appeal and improvements in the University's reputation and financial sustainability.

Assurance was given that particular regard would be had in the prevailing uncertain environment to programmes identified for possible discontinuation.

Resolved that the report be noted

1685. Student Recruitment Update (2017 Entry (Home/EU) and 2018 Entry Update

A written report provided an update on student applications for 2018/19 demonstrating a challenging environment for the University and the sector. Data were provided as at 5 March 2018 for the University, all UK HEIs and six competitor institutions.

It was noted that future reports would be presented in a revised template and would provide additional narrative to explain the ramifications of the various data sets presented in the report, identify specific areas of concern or under-achievement and include retention data.

Resolved that the report be noted.

1686. Finance Reports

.1 Outturn 2017/18: Second Review

A written report, which has been considered in detail and endorsed by the Resources Committee, provided the second outturn review of 2017/18 and presented details of the maturing financial position as at the end of January 2018, the mid-point of the year. The report examined the main financial aspects of the University's core operations. Appendices to the report presented a summary of the Income & Expenditure Account and the Cash, Balance Sheet and Capital expectations.

It was reported that the University had budgeted for an accounting deficit for the year of £2.1m with associated cash generation through operations of £6.2m. The projected outturn had been revised to a modest surplus of £200k with associated cash generation through operations of circa £7.5m, an improvement on the accounting position of circa £2.3m and on the cash position of circa £1.3m. It was noted that the improvement was caused in large part by a significant change in the projected pension deficit charge (a non-cash movement) together with positive changes across several operational budget heads.

It was noted that the budget for the year had been predicated on two primary targets: i) the recruitment and retention of sufficient volumes of students to ensure that the tuition fee income target was met and ii) the resetting of the staff cost base through the voluntary severance exercise conducted over the summer months of 2017 and concluded at the end of August 2017. Based on the latest information, it was projected that total tuition fee income would be slightly below target but coverable by the release of the contingency budget. The targeted reduction in staff costs through the voluntary severance exercise had been achieved, allowing the University to plan for the future in a much stronger financial position.

It was acknowledged that the projected outturn for the year represented a solid financial performance with cash generated through operations forecast at £7.5m (7% of turnover). During the current year non-cash charges (depreciation and pension charges) were anticipated to amount to circa £7.3m, thus explaining the reason for the disconnection between accounting performance and the value of cash generated.

Resolved that the report be approved.

.2 Fee and Access Plan 2019/20

This report, earlier versions of which had been presented to the Resources Committee and the Strategic Planning & Performance Committee, provided information on HEFCW's 2019/20 Fee and Access Plan process and invited the Board of Governors to approve the Fee and Access Plan 2019/20 for signature by the Chair of the Governing Body before its submission to HEFCW by 29 March 2018.

Although the Welsh Government's proposal to raise the maximum fee level from £9K to £9,250 had been withdrawn prior to implementation, the Strategic Planning & Performance Committee had endorsed the recommendation to include within the narrative of the Fee and Access Plan specific text permitting the University to increase its fees by any inflationary level that might be permitted in the future.

It was noted that the Strategic Planning & Performance had agreed that the Plan would be submitted by 29 March 2018 in the name of the Deputy Vice-Chancellor.

Resolved that the Fee and Access Plan be approved for signature by the Chair of the Governing Body and onward submission to HEFCW by 29 March 2018.

1687. The Quality Assurance Framework for Wales, Governing Body Annual Quality Assurance Statement: next steps

A written report presented the first interim quality assurance update for 2017/18. It summarised major quality assurance activity since the Board approved the 2016/17 Annual Assurance Report and proposed a series of thematic case study briefings to illustrate particular aspects of the University's approach to managing quality and standards. Appendix 1 reported on the current status of the assurance set that Academic Quality and Standards Board (AQSB) would use to underpin the 2017/18 Annual Assurance Report; Appendix 2 proposed a format for the case study briefings.

It was noted that HEFCW's triennial quality assurance visit to the University, conducted by officers from HEFCW's Directorate of Strategic Development, had taken place during January 2018. The report of the visit identified helpful practice, including the production of the Annual Assurance Report, and made recommendations regarding governance, student outcomes and partnerships. The report and an action plan to address its recommendations were to be considered at the next meeting of AQSB in May 2018 and an update included in the Board's Summer Term Interim Assurance Report.

It was agreed that regard would be had to the robustness of validation events and that future interim reports would be supplemented by two succinct case-studies intended to brief governors on specific quality assurance themes; the first two case study briefings were to feature in the Summer Term interim report.

Resolved that:

- .1 the contents of the quality assurance update be noted;
- .2 the proposal to introduce case-study briefings to supplement the interim quality assurance report be approved.

1688. Safeguarding Paper

The meeting received a report designed to assure the governing body about the University's current safeguarding practices. The report set out the intentions for the medium and long-term improvement of safeguarding processes.

It was explained that for the purposes of this report 'safeguarding' was understood to mean activities which are undertaken to support the most vulnerable students to ensure that they are fully integrated into the University community to allow them to engage successfully with student life.

The report set out current support mechanisms for students who declared a mental health issues, disability or other long-term health issue. Such mechanisms included recourse to the "Fitness to Study" process in cases where a student displayed seriously worrying behaviour,

Assurance was given that in an urgent case a student would receive prompt and excellent support for their mental and physical health needs. However, as the number of students entering university with a diagnosis increased, the challenge of supporting those students with low or medium-level conditions was growing considerably. The ability to respond effectively to such students so that their condition did not deteriorate and present a crisis was a key pillar of effective student support and would form one of the main areas for consideration through the Professional Services Review.

Resolved that the report be noted

1689. **Policy Approval**

.1 **Financial Regulations**

A written report presents proposals for a review of the Financial Regulations which had been last revised during November 2016 at which time amendments relating to authorisation limits within the Expenditure Section had been approved. However, the implementation of these amendments had been deferred pending a review of senior management and the organisational structure during the Spring Term 2017.

Recent restructuring of the executive and other changes had necessitated further amendments to the Financial Regulations to reflect new operational structures.

It was reported that the Resources Committee had endorsed the proposed revisions and requested that further consideration be given to a number of provisions including that regarding authorisation of the grant of any benefit to staff (regulation 7.2.9 refers)

The meeting agreed that, as recommended by the Resources Committee, previously endorsed changes to expenditure authorisation limits would be implemented and that other amendments reflecting recent restructuring and strengthening the regulatory framework would be approved.

Resolved that Members re-endorse the proposed revisions to the authorisation limits and that additional amendments to the Financial Regulations as set out in the report be approved.

.2 **Fairtrade**

A revised version of the Fairtrade Policy was presented for approval. The Policy as revised has been endorsed by Management Board and the Resources Committee.

The proposed revised Policy reflected changes in management and recognised the Policy's ownership by the Environmental Performance Manager and the shared responsibilities under the Policy of the University and the Students' Union.

It was noted that an equality impact assessment had resulted in a positive outcome.

Resolved that the Fairtrade Policy as revised be approved and resubmitted for further review during 2019.

1690. **Governance Report**

The termly report presented the periodic overview of governance issues and made a recommendation for variation of the Remuneration Committee's Terms of Reference.

Appointment of Chair and Governors from 1 August 2018

It was reported that Odgers Berndtson had been appointed as consultants for the searches for a Chair of the Board of Governors and independent governors from 1 August 2018. The Nominations & Governance Committee on 13 March had considered the Odgers proposal and agreed the fee and scope of the work to be undertaken by Odgers and the procedure for the long-listing and short-listing of candidates leading to the submission of recommendations for appointment to the Board on 3 July. It was agreed that the establishment of appointment panels and ancillary matters would be undertaken in consultation with the members of the Nominations & Governance Committee and other governors with specific and relevant skills and expertise and determined under Chair's Action as required.

It was noted that recommendations in respect of governors whose current terms of office would expire on 31 July 2018 would be brought to the Board of Governors on 3 July,

Business of the Remuneration Committee

The meeting received a comprehensive open report on the Business of the Remuneration Committee meeting held on 16 January 2018.

The Committee had endorsed a revision to its Terms of Reference whereby the Vice-Chancellor would be in attendance rather than a member and, as required by the current Terms of Reference, would withdraw for discussions regarding her own terms and conditions. It was agreed that the next meeting of the Committee would receive a further iteration of the Terms of Reference which would include a Purpose, refer to and reflect as required (and when confirmed) the provisions of CUC's proposed Remuneration Code and require the Committee to have regard to Level 3 salaries and to pay multiples (to measure and track pay dispersion).

The Committee had received reports on Level 1 and 2 performance during 2016/17, on objectives and targets for 2017/18 and on the contents of the Strategic Projects Register for 2017/18. Where required, senior staff salaries were determined for 2017/18 – details are presented under Restricted Business at the close of the meeting.

The meeting had been invited to review the Senior Staff Severance Policy in the light of recent severance agreements entered into with former senior post-holders and others. Following receipt of advice from the University's legal advisers it had been agreed that a revised policy would be issued for the Committee's endorsement during the Summer Term 2018. The revised iteration was to:

- apply to all senior staff (Levels 1 to 3) irrespective of salary;

- save for exceptional cases and taking account of a mandatory pension scheme 'strain' payment where such a payment is of value to the member of staff but is not paid to that individual directly, make provision that the total value of payments under a severance agreement will not exceed a year's salary;

- include explicit provision that firm proposals will be endorsed by the Committee, its nominated representative or the Vice-Chancellor as appropriate before their presentation to the member of staff concerned;

- include revisions as necessary to ensure that the Policy shall comply with any relevant provisions of the new CUC Remuneration Code.

A written report had provided the Committee with detailed information on the current issues surrounding additional payments (market supplements and extra responsibility allowances) made to staff. It was noted with approval that, under the direction of the Deputy Vice-Chancellor, the Human Resources Unit was to review the University's contractual framework and use of and justification for additional payments. A further report was to be presented at the end of the aforementioned review.

The meeting had received copies of the Committee of University Chairs' draft Remuneration Code which had been drawn up to identify the key values and practices upon which fair remuneration in UK HEIs was based. Accepting the generality of the draft Code, it had been agreed that the University would not submit its own response to the consultation exercise, which closed on 12 March 2018, but would contribute as appropriate to ChUW's submission. It was agreed further that the University's policies and practices on staff remuneration, including the Committee's salary-setting policy and senior staff severance policy, would be reviewed against the final version of the CUC Code.

In the context of development of a CUC Remuneration Code, it was agreed that consideration of a mechanism for a review of the Committee's effectiveness would be deferred to the next meeting.

Reviews of Effectiveness during 2017/18

At the instigation of the governing body, the Nominations & Governance Committee had approved proposals for i) a follow-up review of the last full review of the effectiveness of the Board of Governors and for ii) reviews of effectiveness of the TNE Committee and the Remuneration Committee.

It was agreed that the follow-up of the last full review of Board's effectiveness would take the form of a desk review of progress against recommendations/actions in tandem with a review of compliance with the CUC Code of Governance and with the pending CUC Remuneration Code; a report was to be presented to the next meeting of the Nominations and Governance Committee.

As recorded above, the review of the effectiveness of the Remuneration Committee had been deferred to the Summer Term 2018. The TNE Committee on 13 March had resolved to delay the effectiveness review until the Autumn Term 2018 to allow for progress in an exercise to align better the work of Management Board and Academic Board with meetings of the governing body's committees.

Prevent

The Prevent Co-ordination Group meeting scheduled for 23 January 2018 had been cancelled for want of urgent business; the Committee had then met on 15 March 2018. In addition to monitoring and reviewing the contents of the Prevent Risk Register, Action Plan and Training Log, the March meeting had endorsed a paper on academic freedom and considered the positive feedback received from HEFCW on the second Prevent Annual Report, submitted during December 2017. The monitoring outcome letter issued by HEFCW on 12 February 2018 had confirmed that the information provided by the University demonstrated sufficient evidence of due regard to the Prevent duty and made two recommendations for revision to the wording of the Prevent Policy and a recommendation regarding sharing information internally and externally about vulnerable individuals where appropriate.

Provision was to be made in the internal audit plan for 2018/19 for review of the University's adherence to the Prevent Policy and its integration with other policies.

Training

It was reported that the Leadership Foundation Governors' Development Day - Shaping the Agenda – scheduled for presentation on Thursday, 6 March 2017 had been postponed because of low numbers and the potential impact of industrial action. Arrangements were being made to reschedule the event for a date during the Summer Term 2018.

General Data Protection Regulation

Confirmation was given that preparations were being made for the introduction of the new General Data Protection Regulation on 25 May 2018.

HEFCW Circulars

Details were provided of HEFCW Circulars issued since the last meeting of the Board of Governors.

Resolved that:

- .1 the report be received and its contents noted;
- .2 procedures be approved for searches for a new Chair of the Board of Governors and governors from 1 August 2018 with a view to recommendations for appointment being brought to the July 2018 meeting;
- .3 proposals for revised Terms of Reference for the Remuneration Committee be approved.

1691. Any Other Business

.1 Restricted Business

Resolved that the following items retain restricted status:

Key Corporate Risks and Corporate Risk Register
Student Recruitment Update
Outturn 2017/18: Second Review
Fee & Access Plan

PART B

It was agreed at the outset of the meeting that reports under Part B would not be discussed at the meeting and that any recommendations therein would be taken as approved unless discussion was agreed by the Chair at the start of the meeting and the record marked accordingly.

1692. .1 Welsh Government's Remit Letter to HEFCW 2018/19

The Remit Letter had not been received by the date of the meeting.

.2 Welsh Language:

.1 Annual Monitoring Report (2016/17) on the Implementation of the Cardiff Metropolitan University's Welsh Language Scheme

The meeting received the Annual Welsh Language Monitoring Report for 2016/17 which, it was confirmed, had been presented to the Strategic Planning & Performance Committee and complied with the revised guidelines for creating annual monitoring reports supplied by the Welsh Language Commissioner's Office and approved by the HE sector in Wales. The report confirmed that the University had continued to work closely with Coleg Cymraeg Cenedlaethol during 2016/17 to develop its Welsh medium provision and had created a high-level project board and project team to oversee the implementation of new statutory standards (min. 1692.2 below refers) which the University would be required to meet from 1 April 2018.

Resolved that the report be noted

.2 Welsh Language Standards: Update

A written report presented the expected costs of meeting the Welsh Language Standards by the first imposition date of 1 April 2018 and outlined the planning required to ensure continued compliance.

Resolved that the report be noted

.3 Health & Safety Committee Annual Review 2017

A written report provided a summary of progress on the management of Health and Safety within the University during 2017 and presented the Health and Safety Committee Annual Review for 2017. The review was based on the Health and Safety Executive's Successful Health and Safety Management publication HSG65 and the UCEA 2015 publication 'Leadership and Management of Health and Safety in Higher Education'.

The review included a summary of the key areas of policy development, Health and Safety organisation, Health and Safety planning and implementation, Health and Safety monitoring and Health and Safety audit/review.

Resolved that the contents of the report and annual review be noted.

.4 Equality & Diversity Annual Report 2016-2017

The final version of the Equality & Diversity Annual Report for 2016/17, as endorsed in near final form by the Equality & Diversity Engagement Group and Resources Committee, was presented for the Board's approval prior to its publication by 31 March 2018.

Resolved that the Annual Report be approved for publication.

.5 Complaints Report 2016-2017

The annual Complaints Report was presented for information.

Resolved that the annual report be received

.6 Minutes of Academic Board:

.1 Minutes of the meeting of 15 November 2017

.2 Unconfirmed Minutes of the meeting of 17 January 2018

Resolved that the minutes be received

.7 Minutes of Management Board:

.1 Minutes of the meeting of 7 November 2017

.2 Minutes of the meeting of 9 January 2018

.3 Minutes of the meeting of 13 February 2018

Resolved that the minutes be received

.8 Rolling Calendar 2018-19

Resolved that the most recent iteration of the rolling calendar be received

RESTRICTED BUSINESS

1693. Independent and non-staff/student co-opted governors only

.1 Report on the work of the Remuneration Committee: 16 January 2018

The private meeting received details of and endorsed the Remuneration Committee's determinations of salaries for 2017/18, back-dated to 1 August 2017, for the following senior staff: President & Vice-Chancellor, Pro Vice-Chancellor (International), Pro Vice-Chancellor (Research and Innovation) and University Secretary & Clerk to the Governors.