



BOARD OF TRUSTEES

Wednesday, 27 January 2016, at 4.00 pm
Court Room, Senate House

MINUTES

PRESENT

Ms Stella Beaumont	Professor Paul Layzell
Mr Abdul Bhanji	Mr Gerard Lemos
Ms Emma Burns	Mrs Suzanne McCarthy
Mr Philip Clark	Professor Stuart Reid
Sir Richard Dearlove (Chair)	Professor Sir Adrian Smith
Mr Steven Fogel	
Professor Simon Gaskell	

APOLOGIES

Professor David Latchman	Professor Paul Webley
Mr Malcolm Roberts	

IN ATTENDANCE

Ms Maureen Boylan (University Secretary)
Mr Martin Burchett (Director of Capital Projects)
Mr Chris Cobb (Pro Vice-Chancellor (Operations) and Chief Operating Officer)
Miss Damaris Currie (Central Secretariat)
Mr Kim Frost (Director of Human Resources)
Professor Roger Kain (Pro Vice-Chancellor (Research) and Dean and Chief Executive of the School of Advanced Study)
Mr Andrew Murphy (Chief Financial Officer)
Mr John G Stewart (Director of Legal Services)
Dr Mary Stiasny (Pro Vice-Chancellor (International) and Chief Executive of the International Programmes)
Ms Sally Townsend (Interim Chief Executive Officer of CoSector)*
Mr Dan Wakelin (Space and Workplace Manager)⁺
Mr Jules Winterton (Director of the Institute of Advanced Legal Studies)[#]

+ present for BTMM 3201-23

* present for BTMM 3233-50

present for BTMM 3201-03

Welcome

3201 The Chair welcomed Mr Dan Wakelin, who was attending the meeting to present the item in relation to the Lower Ground Floor Project (see BTMM 3217-23 below), and Mr Jules Winterton, Director of the Institute of Advanced Legal Studies (IALS), who would deliver a presentation to the Board on the Institute (see BTM 3203 below).

3202 The Board congratulated the Vice-Chancellor on his recent award of an Honorary Doctorate of Science from The Ohio State University. Members also extended their congratulations to the Vice-Chancellor of City University London, Professor Sir Paul Curran, who had been awarded a knighthood in the New Year's Honours List 2016. The Chair would write to Sir Paul on the Board's behalf.

Presentation

3203 The Board received a presentation on IALS by its Director.

Minutes of the Meeting Held on 25 November 2015

3204 The Board confirmed the minutes of the meeting held on 25 November 2015.

Matters Arising

3205 Members noted the updates within the Matters Arising report (Document BT950, Confidential) on: the submission of the Annual Accountability Returns to the Higher Education Funding Council for England (HEFCE); the amendment of Ordinance 24; and the Board's approval, granted by correspondence in December 2015, to incur fees associated with the Stratford Student Accommodation Development (see also BTMM 3224-26 below).

3206 The Board noted the Government announcement, made earlier that day, that the planned memorial to the victims of the Holocaust (previously discussed by the Board) would be built in Victoria Tower Gardens. As members were aware, an educational and learning centre was also to be developed alongside the memorial, and the Board had previously considered the opportunities for the University to be involved with the venture. The Vice-Chancellor reported that he would be encouraging dialogue between colleagues within the University federation on this matter.

Vice-Chancellor's Report

BTM 3207 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

Estates Strategy

3208 The first meeting of the Estates Strategy Working Group, established by the Board at its previous meeting, had taken place on 7 January 2016. The Vice-Chancellor reported that initial steps had been taken towards the development of a set of principles. Work was continuing and the Working Group would meet again on 7 March 2016.

School of Advanced Study (SAS)

3209 The Vice-Chancellor reported that, at his request, Professor Roger Kain had agreed to continue as the Dean and Chief Executive of SAS for a further year to the end of 2016-17. The Vice-Chancellor explained that there was some

uncertainty as to how the outcome of the Spending Review 2015 would be reflected in the public funding allocation for SAS, and also in respect of the future for the Funding Councils. Professor Kain's continued appointment as Dean and Chief Executive of SAS would provide continuity during this period and also while a number of recent appointments within the School became established in their new roles.

Being Human Festival

3210 The Vice-Chancellor highlighted the success of the Being Human Festival, held between 12 and 22 November 2015. The Festival, which had been led by SAS, in partnership with the Arts & Humanities Research Council, the British Academy and the Wellcome Trust, had incorporated over 300 free events led by 73 universities and independent research organisations across the country. An estimated 20,000 people had attended events and exhibitions during the Festival, and the online reach through social media had been in excess of three million.

Honorary Degrees

3211 The Board noted the updates in the Vice-Chancellor's report on the Honorary Degrees awarded at the University Foundation Day Ceremony on 25 November 2015 and the SAS Graduation Ceremony on 11 December 2015.

Visit by the Universities and Science Minister

3212 The Vice-Chancellor informed the Board that he had been pleased to welcome Jo Johnson MP, the Universities and Science Minister, to the University on 25 January 2016. The Minister had visited both SAS, where he had been introduced to some of the work being undertaken at the School, and the University of London International Academy (UoLIA), where he had seen the scale of the work and reach of the International Programmes. The Vice-Chancellor informed members that the Ministerial visit had been very valuable, and had also offered the opportunity for discussion on a number of other matters, including the Teaching Excellence Framework. The Vice-Chancellor would be writing to thank the Minister for visiting the University.

Annual Services Statement for Institutional Members

3213 The Vice-Chancellor drew attention to an additional item which had been tabled for the Board's information: the Annual Services Statement 2014-2015 for Institutional Members (BT972, see BTM 3282 below).

Vice-Chancellor's Main Activities and Meetings

3214 Members noted the list of the Vice-Chancellor's main activities and meetings since the Board's previous meeting on 25 November 2015 (Appendix BT951A).

Employment Appeal Tribunal (EAT)

- 3215 The Director of Human Resources (HR) informed the Board of the outcome of a recent EAT. This followed a vote, held in 2015, when staff had been asked to agree the appointment of employees, nominated by the University's recognised trade unions, to represent all staff in negotiating with the University on arrangements for consulting and informing staff under the Information and Consultation of Employees Regulations 2004. A majority of those voting had approved their appointment. Subsequently, however, a member of staff had made a successful complaint to the Central Arbitration Committee that the process followed had not satisfied the requirements of the Regulations. This decision had been upheld by the EAT on 15 January 2016.
- 3216 The Director of HR explained that the University's understanding, supported by legal advice, had been that the process followed had met the requirements of the Regulations. However, there had been no previous case law on this aspect of the Regulations to guide the University's understanding. In light of the outcome of the EAT, the University would commence a new process through which staff would elect their negotiating representatives.

Lower Ground Floor Project: Updated Business Case

- 3217 The Space and Workplace Manager introduced the Updated Business Case for the Lower Ground Floor Project (BT952, Confidential), including the following appended documents:
- (i) Supporting information (Appendix BT952A, Confidential).
 - (ii) The Project Risk Register (Appendix BT952B, Confidential).
 - (iii) The detailed design of the lower ground floor (Appendix BT952C, Confidential).
 - (iv) Full Programme Costs (Appendix BT952D, Confidential).
 - (v) An extract from the Minutes of the Board of Trustees meeting on 28 January 2015 relating to the project (Appendix BT952E, Confidential).
- 3218 Members were reminded of the background to the project, which would see approximately 250 staff move to redesigned and refurbished space on the lower ground floor of the south block of Senate House, with the goals of facilitating greater communication between the relevant Departments and strengthening the 'One University' approach. The project would also release space on the ground and first floors of Senate House for the academic hub, and was closely aligned with the University's Strategy and objectives.
- 3219 The Space and Workplace Manager highlighted some of the extensive work undertaken since January 2015, when the Board had received an initial business case for the project. This work included a detailed workplace analysis carried out prior to the design process, which had included interviews with directors, a space utilisation survey and Departmental focus groups. There had also been a staff survey and design meetings had been held with Departmental senior teams.

3220 The Board noted that consultations had been held with the London Borough of Camden ('Camden') and with Historic England, and was informed that a pre-planning application had been received positively by both. The next stage of the process, providing approval was received from the Board to proceed, would be to take forward the final design changes, leading to a design freeze on 29 January 2016. A full application for listed building consent would be made to Camden and, simultaneously, it was proposed to progress the procurement of a build contractor.

3221 The Board was informed that, if the appropriate consents were received from Camden, it was hoped that construction could commence in May 2016 with completion in December 2016. It was envisaged that the relevant staff would relocate to the new space at the end of 2016, or very early in 2017.

3222 The Board considered the business case and, in response to questions from members, the Space and Workplace Manager confirmed the following:

- (i) That the £0.5M revenue, referred to in the January 2015 report, that it was estimated could be generated from the space released on the ground and first floors of Senate House, would derive from leasing the space to Colleges or utilising it as additional conferencing space for the academic community. The Board was informed that it was envisaged that additional investment would enable the academic hub to generate increased revenue. A full business case presenting the options for investment in the academic hub would be presented to the Board's March 2016 meeting¹.
- (ii) That initial evidence showed significant demand for academic space within the University. More concrete evidence was being sought, and a College had been asked to participate in a study to assist in this area.
- (iii) That the Departments which would be moving to the Lower Ground Floor were as follows:
 - (a) HR;
 - (b) Finance and Planning;
 - (c) Property and Facilities Management;
 - (d) the Vice-Chancellor's Office; and
 - (e) CoSector.

The Vice-Chancellor confirmed that his offices on the first floor would be maintained and could be used for the 'external-facing' component of his role.

- (iv) That any delay in the processing of the planning application by Camden could result in a delay to the works and the moves of staff into the Lower Ground Floor.
- (v) That the five projects which formed Programme Beveridge each had a specified project manager and a project steering group chaired by a

¹ Post-meeting note: it was subsequently decided that further thought would be given to the potential uses of the space that would be released before developing the full business case.

senior member of staff. These reported to a Programme Steering Group which had oversight of the overall Programme and reported to the Planning and Resources Group.

3223 **AGREED**

That the Board approved the business case and gave consent to officers to continue to the implementation stages of the project.

Stratford Student Accommodation Development

BTMM 3224-26 are considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

FM Contracts

BTMM 3227-32 are considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

Recruitment of Trustees: Interim Report

3233 The Board considered a report on the recruitment process for new Trustees (BT955). The University Secretary reported that, following meetings of the Nominations Committee in November and December 2015, a shortlist of applicants had been drawn up. The shortlisted candidates had been invited to the University to meet senior officers in the areas that broadly aligned with their professional backgrounds and/or the specialist roles that they might be asked to undertake if appointed. Formal interviews had taken place on 27 January 2016 with more scheduled for 28 January. The University Secretary suggested that two of the Trustees should be appointed as soon as possible to fill the vacancies on the Board with immediate effect and to help provide continuity over the coming year, which would see the retirement of a number of longstanding Trustees. It was, therefore, proposed that the Board consider the recommendations of the Nominations Committee by correspondence to enable the relevant appointments to be made. The Board supported this proposal.

3234 **AGREED**

That the Board would consider the recommendations of the Nominations Committee by correspondence.

Statement of Primary Responsibilities

3235 Members considered a report on a proposed Statement of Primary Responsibilities (BT956) for the Board. The University Secretary explained that this had been produced following the publication of the Committee of University Chairmen's (CUC) revised Higher Education Code of Governance, and was based on a model Statement set out in the Code.

3236 **AGREED**

That the Board approved the Statement of Primary Responsibilities for the Board of Trustees for publication on the University Website.

CoSector Outline Business Plan

3237 The Interim Chief Executive Officer (CEO) for CoSector introduced the outline Business Plan for CoSector (BT957 and Appendix BT957A, both Confidential). She stated that the Business Plan was based on incremental growth of the CoSector businesses and transformation of its culture. CoSector aimed to have five defining characteristics, to be: customer-focused; innovative; adaptable; responsive; and effective. Members were informed that the draft Business Plan was being developed in close liaison with the CoSector Limited Board of Directors.

BTMM 3238-39 are considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

3240 The outline Business Plan set out how existing services would be stabilised. As previously explained to the Board, the work undertaken to date had indicated that some were not profitable in their current form. Further work would determine whether these services could be brought into surplus or whether they were required as 'loss leaders'.

3241 The Board sought assurances about the achievability of the future targets, and the Interim CEO informed members that the targets had been set following appropriate market research and were based on a realistic set of sales assumptions. She reported that evidence indicated that customers were interested in CoSector's business, and that the organisation was currently responding to several ITTs. She also confirmed the CoSector leadership team's commitment to delivering against the specified targets.

3242 Trustees who served on the CoSector Limited Board of Directors highlighted the amount of work being undertaken within CoSector to ensure that the Business Plan was realistic, as well as positive changes that had been introduced in recent months to improve business operations.

3243 Some concerns were raised by members about the scope and achievability of the various projects identified in the draft Business Plan, and the Interim CEO assured the Board that further market research would be undertaken before decisions were made about which projects to take forward. Members welcomed these assurances and confirmed their support for pursuing a limited range of opportunities while further investigation of market demand and more detailed cost analysis were undertaken.

3244 A member of the Board commented on an email she had received from a member of staff, relating to CoSector, which had been circulated to the Board, and sought assurance in relation to a number of issues.

3245 In response, the Pro Vice-Chancellor (Operations) outlined some of the reasons why the University had modified its plans with regard to CoSector. He stressed that the landscape of Higher and Further Education had changed since the initial plans had been introduced. The lifting of the cap on student numbers and the £9k fee had positively altered the financial outlook for many universities. The "burning platform" of cost reduction had consequently not

materialised and the KPMG projections were now considered to be overstated. In addition, since the establishment of the CoSector department, there was a far better understanding of the profitability of individual services, which had previously been masked by cross-subsidisation and insufficient recognition of costs. Lastly, external factors had had an impact, for example the Universities UK review of the DHLE (Destinations of Leavers from Higher Education) HESA (Higher Education Statistics Agency) return would have a considerable impact on one of the core service lines; and the introduction of menu-based pricing in the Campus Careers Services had led to changes in the volume and nature of services purchased.

- 3246 In response to some of the other issues raised, the Interim CEO observed that the legal, tax and value added tax (VAT) advice was now different to previous understanding, particularly relating to the nature and tax and VAT treatment of business transacted through the University. She also observed that decision-making already had independent scrutiny through the Board of Trustees and the independent members of the CoSector Limited Board of Directors.
- 3247 The Pro Vice-Chancellor (Operations) explained that, in taking forward plans for CoSector, care was being taken to consolidate and protect existing services as appropriate. This was shown by the decision taken to maintain the Campus Careers Services in a separate University Department rather than within the CoSector department; this reflected the close and strategic nature of the relationship between these services and the institutions within which the Campus Careers staff were embedded.
- 3248 The Board confirmed its support for the broad direction of travel of the outline Business Plan and noted that the final draft would be presented to its March 2016 meeting. The Board agreed that it wished to receive regular reports at future meetings on the progress of CoSector. These should include updates on staffing matters, including the development of an adaptable workforce and assurances that there was clarity for employees in relation to CoSector. On this latter point, the Interim CEO assured members that engagement with staff was an area of priority, and that the leadership team was keen to receive and respond to staff feedback.
- 3249 Members expressed their appreciation for the significant amount of work that was being undertaken within CoSector in the preparation of the Business Plan.
- 3250 **AGREED**
- (i) That the Board approved the broad direction of travel of the outline Business Plan, noting the requirement for cashable savings.
 - (ii) That the Board should receive regular progress reports on CoSector, including updates on staffing matters.
 - (iii) That the Board would consider the final Business Plan at its March 2016 meeting.

Honorary Fellowships

3251 The University Secretary presented a report (BT958, with proposed amendments to Regulation 2 at Appendix BT958A) on the proposed creation of an award of Honorary Fellow of the University. It was noted that the intention was that the award would recognise achievements other than academic ones, and that the lead criterion would be:

‘Achievement and distinction, and outstanding contribution to the University’s reputation, mission or objectives² over a period of time’.

3252 Members noted that the award would be made by the Board on the recommendation of the ‘Honorary Degrees and Fellowships Committee’ – the existing Honorary Degrees Group would be so renamed. It was suggested that, although the final decision should rest with the Board, it would be appropriate for recommendations for the award of an Honorary Fellowship to be presented to the Collegiate Council for comment and scrutiny. The Board agreed with this proposal.

3253 **AGREED**

That the Board approved the creation of Honorary Fellowships and the criteria for the award and recommended that the Collegiate Council consider the appropriate amendments to Regulation 2. These amendments would include the additional requirement, agreed by the Board, that recommendations for the award of an Honorary Fellowship should be submitted to the Collegiate Council for comment and scrutiny prior to their consideration by the Board.

Finance Report

3254 The Chief Financial Officer presented the Finance Report to the Board (BT959, Confidential). He drew attention to the variance to the University’s budget for the first three months of 2015-16 shown in the October 2015 Quarterly Financial Report (Appendix BT959A, Confidential). The current forecast outturn was showing an adverse position to budget for the full-year, and reflected a number of previously identified risks, including a continued fall in student numbers in the International Programmes and a potential reduction in the HEFCE grant. The Quarter 1 forecast also reflected a shortfall in income in CoSector and lower business than anticipated for Accommodation and Hospitality over the summer months, although it was anticipated that the latter could be recovered from higher than expected occupancy rates in student accommodation. It was clarified that the reduction in income from the International Programmes for this period resulted from a fall in student numbers as well as student fees being paid later in the session.

3255 The Board was informed that the Quarter 2 Forecast would be presented to the Board’s next meeting. Although this would provide a more up-to-date forecast, it was noted that information on the HEFCE grant might not be available until later in the session.

² Post-meeting note: it was subsequently agreed that it would be more appropriate for the lead criterion to refer to the University’s ‘objects’ rather than ‘objectives’.

3256 The Chief Financial Officer highlighted the proposed Transparent Approach to Costing (TRAC) Return (Appendix BT959C, Confidential). A detailed explanation of TRAC had also been provided for information (Appendix BT959B). He informed members that the TRAC Steering Group had considered the Return at its meeting on 13 January 2016; some additional clarification requested had since been provided.

3257 **AGREED**

That the Board approved, and authorised the Vice-Chancellor to sign, the 2014-15 TRAC Return for onward submission to HEFCE by 29 January 2016.

Equality and Diversity Annual Report for 2014-15

3258 The Board considered the Annual Report on Equality and Diversity for the 2014-15 session (BT960), appended to which were a series of graphs and charts as follows:

- (i) Analysis of Protected Characteristics in the Workforce (Appendix BT960A)
- (ii) Ethnicity by Grade and Job Type (Appendix BT960B)
- (iii) Gender by Grade and Job Type (Appendix BT960C)
- (iv) Age Bandings (Appendix BT960D).

3259 The Director of HR summarised some of the key aspects of the report. He stated that the University shared characteristics with other higher education institutions (HEIs), and other UK organisations, in having relative under-representation of BME (Black and Minority Ethnic) and female staff in the higher grades. However, several recent appointments of female staff in the higher grades were encouraging, and, whilst the results on the Equal Pay audit could be improved upon, they compared favourably with the UK economy as a whole and the Higher Education sector generally. Further work on equal pay would take place during 2016.

3260 The Director of HR drew attention to a number of Equality and Diversity related initiatives undertaken during 2015-16 and outlined within the report. A member of the Board asked how the University approached the requirement, under the Equality Act 2010 and its Public Sector Equality Duty, to 'advance equality of opportunity'. The Director of HR informed the Board that the University sought ways to provide opportunities for all people and to identify and break down any barriers to equal opportunity. A recent initiative had been the introduction of Unconscious Bias training, which had been piloted initially among the Directors' group and was now being rolled out more widely across the University. It was suggested that work in the area of talent management and succession planning should also seek to ensure there were no barriers to staff progression, and that appropriate mechanisms should be in place to assess whether measures were effective.

People Strategy – Progress Report

3261 The Director of HR presented an update on progress against the University's People Strategy (BT961). He highlighted a recent pulse survey undertaken in early November 2015 as a 'follow-up' to the 2014 Staff Engagement Survey.

The objectives of the pulse survey had been: to set out progress made since the main survey; to gauge staff opinion on actions undertaken; and to identify other priorities that staff considered to be important. Over 50% of staff had completed the pulse survey and the results were being analysed.

- 3262 The Board noted progress on staff appraisals. Work in this area was proving productive, with 70% of staff having an appraisal meeting, an increase of 26% on the previous year. The Board noted the completion rates for the full appraisal process, and agreed that, although these had increased, there was still a need for improvement in this area. The Board asked about future targets and the Director of HR indicated that he wished to see 80% completion rates for both appraisal meetings and the full appraisal process for the coming year. The Board stressed the importance of the appraisal process in staff development and succession planning and was informed that this would be a priority area for the newly established Organisational Development Team.

Estates Matters

- 3263 The Director of Capital Projects presented a report (BT962, Confidential) detailing progress on a number of Estates-related projects, and members noted the updates on the following: the Cartwright Garden Halls Redevelopment Project; the SOAS Senate House North Block Project; the Egham book depository; the catering contract; and the Master Plan.

Third Mezzanine Floor of the Senate House Tower

BTM 3264 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

University Master Plan

- 3265 The Board noted that the University Master Plan would be formally presented to Camden's Development Forum later that evening. It was suggested that the Board should receive a presentation on the Master Plan at a future meeting.

3266 **AGREED**

- (i) That the Board approved the grant of a lease to LSHTM for space on the third Mezzanine Floor of the Senate House Tower (as outlined within Document BT962).
- (ii) That the Board would receive a presentation on the Master Plan at a future meeting.

New Agreement for a Combined Classics Library

- 3267 The Director of Legal Services presented a report (BT963) on a proposed new Agreement for a Combined Classics Library (Appendix BT963A). He explained that, since 1953, the University had combined the library of the Institute of Classical Studies (ICS) with the libraries of the Society for the Promotion of Hellenic Studies and the Society for the Promotion of Roman

Studies. A five-year Memorandum of Understanding governing the Combined Library had been signed in August 2009, and had been extended since July 2014 pending execution of a new Agreement. Members were informed that the two Societies had established a new registered charity, The Hellenic and Roman Library (HARL), to take over their activities in respect of the Combined Library.

- 3268 The Director of Legal Services outlined the major terms of the proposed new Agreement. The University would run the Combined Library, including meeting all space charges, and would provide £35k a year for the development and maintenance of the ICS collections, including books, periodicals and e-resources for deposit in the Combined Library. He also reported that, to reflect the future effect of inflation, this financial spend, and the spend by HARL, would increase each year by the UK Consumer Prices Index plus 3% over the life of the Agreement.
- 3269 Members were informed by the Director of Legal Services that he was satisfied that the Agreement included appropriate provisions to afford protection to the University, as outlined in the report. He highlighted, in particular, a procedure that would give the University the power to terminate the Agreement early, should the Board determine that the University would no longer be able to perform its obligations under the Agreement, or to do so without substantial detriment to the University's overall activities. The Board was advised that the relevant provision was based on the standard in the Warburg Institute Management Agreement.
- 3270 The Director of Legal Services confirmed that all books and periodicals were identified as either University-owned, or owned by the Societies, and that this would apply also to future acquisitions.
- 3271 **AGREED**
To approve the Agreement for a Combined Classics Library, subject to any final changes authorised by the Vice-Chancellor or the Pro Vice-Chancellor (Research), and to authorise them to arrange for the execution of the Agreement by the University of London.

Report from the Investments Committee

- 3272 The Board received a report (BT964, Confidential) summarising the issues discussed at the meeting of the Investments Committee held on 30 November 2015. The Committee had requested that the Board consider a recommendation to amend the Treasury Management Policy. The proposed amendments to the Policy were outlined within the report, and set out at Appendix BT964A (Confidential).
- 3273 **AGREED**
That the Board approved the proposed amendments to the University's Treasury Management Policy.

Update on Strategic Risks

- 3274 The Board noted the update on Strategic Risks (BT965).

Effectiveness Review

3275 Document BT966 outlined plans for the review of the Board's effectiveness to be undertaken during the 2015-16 session. A survey was being produced which would take the form of a questionnaire based on a CUC/Leadership Foundation template. As agreed at the Board's previous meeting (BTMM 3188-89 refer), retiring members would also be offered the option of an exit interview with a senior officer.

Teaching Excellence, Social Mobility and Student Choice: Response to the Consultation

3276 Members noted the University's response to the recent Green Paper, *Fulfilling our Potential: Teaching Excellence, Social Mobility and Student Choice*, set out within Document BT967 (Confidential).

Prevent Duty Compliance: Self-assessment Report

3277 The Board noted the University's completed Preliminary Self-assessment Report in respect of the Prevent Duty (BT968 and Appendix BT968A).

Remuneration Committee Annual Report

3278 The Board noted the Remuneration Committee Annual Report for 2015-16 (BT969).

New Year Honours

3279 Members noted the list of those awarded honours in the New Year's Honours List 2016 (BT970).

Action Taken Under Delegated Authority

3280 The Board noted action taken under delegated authority, as set out in Document BT971 (Confidential).

Dates of Future Meetings

3281 Members noted the dates of future meetings of the Board as follows (all meetings to commence at 4.00 pm):

2015-16

Wednesday, 16 March 2016

Wednesday, 18 May 2016

Wednesday, 13 July 2016

2016-17

Wednesday, 19 October 2016

Wednesday, 30 November 2016

Wednesday, 25 January 2017

Wednesday, 29 March 2017

Wednesday, 24 May 2017
Wednesday, 19 July 2017

Annual Services Statement: Institutional Members

3282 The Board noted the Annual Services Statement 2014-2015 for all Institutional Members (BT972) which had been tabled for members' information.