

CONFIRMED

The University of Manchester

BOARD OF GOVERNORS

Wednesday, 15 February 2017

Present: Mr Edward Astle, (in the Chair), the President and Vice-Chancellor, Mrs Dapo Ajayi, Ms Naa Acquah, General Secretary of UMSU, Dame Sue Ion, Mr Michael Crick, Professor Colette Fagan, Mr Colin Gillespie, Mr Nick Hillman, Dr Caroline Jay, Mr Gary Buxton, Mr Shumit Mandal, Professor Silvia Massini, Professor Cathy McCrohan, Ms Isabelle Perrett, Mr Andy Spinoza, Dr John Stageman, Dr Angela Strank, Professor Chris Taylor and Ms Ros Webster. (20)

In attendance: The Registrar, Secretary and Chief Operating Officer, the Deputy Secretary, the Deputy President and Deputy Vice-Chancellor, the Director of Finance, the Director of Human Resources, the General Counsel, the Vice President and Dean for Humanities, the Director of IT and Mr John Lauwerys.

Apologies: Mr Paul Lee, Mr Robin Phillips, Dr Christine Rogers, Professor Danielle George, and Dr Neil McArthur.

1. Declarations of interest

Noted: That the Chair of the Board of Governors, Edward Astle had been appointed as an independent member of BT Openreach.

2. Minutes

Resolved: The minutes of the meeting held on 23 November 2016 were approved.

3. Matters arising from the minutes

Received: A report, summarising action consequent upon decisions taken by the Board, provided for information (this will include an update on the assurances requested concerning Royce).

Noted:

- (1) That the proposals for the International Medical School, previously considered in outline by the Board, were likely to come back to a formal meeting in July 2017, when it was anticipated there would be less uncertainty around student numbers.
- (2) That the Board welcomed the Assurance Paper produced following the Board's consideration and endorsement of the University's continued development of the Sir Henry Royce Institute, in November 2016.

4. Financial Performance (Deep dive)

Received: A paper on the financial performance of the University over the previous year and its likely performance over 2016-17.

Reported:

- (1) That for the TRAC, as in previous years, the key message is that the University needs to deliver a significant surplus in each year order to fund reinvestment and that only the teaching of international students more than recovers costs.
- (2) That the Audit Committee had noted the value of the information provided in the return, but questioned whether the University could make greater use of its findings. In responding, officers noted that as the return is based on the financial statements, it could not be extended to support monthly planning. However, it continues to provide important management information at the macro, rather than micro, level.

- (3) That the original purpose of the TRAC return was to provide important management information on the health and sustainability of the sector. At the level of the sector, most research intensive universities show a break-even position, but less research-intensive HEIs appear to make stronger returns overall.
- (4) That a revised forecast was produced and considered in the Finance Sub Committee in November. The forecast was not accepted as the underlying assumptions did not withstand robust challenge and it was agreed that further work was required to increase confidence in the fee, research, staff cost and other expenses projections. However, it had been agreed to accelerate some IT investment in order for teams to maintain momentum and deliver cost effectively, this being affordable given the capital profile overall.
- (5) That the deep dive provided information on the financial performance forecasts for the year end position in July 2017. This included references to anticipated tuition fee income, research income, staff costs and other operating. Investment Income was out-performing budget and the performance of the active managers was reviewed by the Finance Committee. There was a disparity between the Treasury policy and the Investment strategy which, whilst minimising risk, greatly reduces the level of return on cash holdings. However, it was reported that the University was now entering a period of increasing spend relating to the Capital Programme.
- (6) That the majority of risks with a financial impact as presented on the risk register relate to future years. The UMSS valuation will however have an impact on the statement of comprehensive income this year, further highlighting the sustainability issue. Capital Inflation is unlikely to hit this year's numbers with the main risk relating to start of works. There had been some positive indications that the future uncertainty was being managed as contract close is approached on a number of projects, albeit at values greater than originally planned. Whilst there was a great deal of uncertainty in the financial markets, the projections for the University's investment portfolio remained sound and therefore the year to date performance should not be eroded. In addition, the cost base management would require attention in order to avoid any deterioration from the year to date position.

Noted:

- (1) That in its consideration of financial performance and the future financial position, the Board highlighted issues associated with research expenditure. The University was focused on this issue via the Research Strategy Group which was looking at patterns of research costs across Schools and Faculties.
- (2) That there is an acceptance that while a greater level of research activity is a crucial part of delivering strategic objectives, it will never fully recoup costs. However, the improved recovery of costs was essential and there was an acceptance that more effort was required to embed these considerations at the early stages of research engagement.
- (3) That a reforecast would be undertaken and was expected remediate the likely year-end position. Research overhead recovery would continue to be the primary focus.
- (4) That the Board thanked the Director of Finance for providing the assessment and looked forward to further consideration of these issues at the Accountability and Planning Conference **Action:** P&VC, Registrar, Secretary and COO and Director of Finance .

5. Delivering Manchester 2020

Received: An update on the content of the programme of activity required to realise additional discretionary funding to meet the ambitions of Manchester 2020.

Noted: That some of the key considerations would be discussed at the Accountability and Planning Conference and that formal approval of the programme would be sought at the May meeting.

6. IT Strategy

Received: A paper and presentation from Malcolm Whitehouse, the Director of IT, on the IT Strategy, for information.

Reported:

- (1) That to ensure that the University makes optimum use of information technology, IT Services has developed, and will continue to maintain, an IT Strategy appropriate to deliver the University's overall vision. It sets out the goals and direction for IT, how it supports the vision, and the building blocks required to achieve it. This strategy will be refreshed on an annual basis, based on a review of University direction and emerging HE sector and broader technology trends.
- (2) That the paper provided information on the strategic principles adopted to guide IT decision making. These will be used in the prioritisation of IT investment and drive solution decisions on projects.
- (3) That the Strategy provided an assessment of the current IT architecture, including information in respect of Teaching and Learning, Research, Information Management, and Optimisation and Remediation. Further details of the future IT approach to the adoption of industry best practice, and the transition to a robust flexible model of IT support, including the greater use of cloud based services was also included.
- (4) That the IT Strategy paper was presented to the Board of Governors, for information, following its development by the IT Strategy Board and approval by the Change and IT Projects Subcommittee of the Planning and Resources Committee.

Noted:

- (1) That the new Strategy had been brought forward in the previous year and recognised that previous levels of IT investment were lower. Previously the strategy had sought to "fix on fail" and deal only reactively with challenges. The Strategy brought forward and the roadmap, would continue to develop over the next five years.
- (2) That the IT Directorate was prioritising an operating model for IT Services. This included identifying and engaging appropriate strategic partners, while bolstering the intelligent buyer capability within the Service.
- (3) That the key risks concerned the University's network (where both remediation and investment was required, the greater integration of core IT systems, and in relation to directory services.
- (4) That in respect of the delivery of Manchester 2020, the Board considered likely progress in IT by 2020. While it was accepted that resource constraints meant that investment would be unlikely to match levels in the very best providers, it was important to deliver services that were comparable in terms of quality to leading institutions. The work within the University on the research lifecycle (which was recognised by some staff members of the Board) and the student lifecycle were key elements of this. Currently, the University's project execution capability was weaker, and the Directorate was seeking to strengthen this via some key appointments. These appointments, within an environment where recruitment and retention was challenging, would then work intelligently with strategic partners to uplift performance via partnership rather than outsourcing. Delivering outcomes was the focus.
- (5) That the Audit Committee would continue to monitor IT related risks closely and that the Board would welcome a presentation on the Student Lifecycle project at the Strategic Briefing in June. **Action:** Deputy Secretary

7. President and Vice-Chancellor's report

(a) The Report of the President and Vice-Chancellor to the Board of Governors

Reported:

- (1) That the Report of the President and Vice-Chancellor provided and update on the passage through parliament of the Higher Education and Research Bill. The government published some amendments to the Bill in response to some issues on which universities have made representation, all of which were accepted, notably:
 - student representation on the OfS board– this has been welcomed by NUS despite its continued opposition to the wider programme of reform, particularly the link between TEF and rising tuition fees;
 - a duty on OfS to monitor the financial sustainability of the sector, though this is not the same as assuring it as the HEFCE is currently required to do;
 - restrictions on the Secretary of State so particular courses cannot be prohibited or required. This has been one of the most contentious areas of the Bill due to concerns about its negative impact on academic freedom and institutional autonomy;
 - the requirement for all registered providers to publish student protection plans and bring them to students' attention;
 - the inclusion of post graduate training in UKRI's functions, the requirement for at least one UKRI board member to have experience of research, science or business, and a recognition of devolution in UKRI's governance structures.

Efforts continue to secure further amendments as the Bill continues its passage through the Lords. Major themes of the debate include university autonomy, marketisation, the TEF, the role of UKRI, and the relationship between the government and universities.
- (2) That the University's EU group has been monitoring Brexit related developments carefully and taking appropriate actions in an effort to mitigate concerns. A series of information sessions providing practical advice and support to staff on residency and citizenship eligibility status have been held for EEA and also non EEA staff, followed by smaller workshops to provide individual guidance and support. These have been very well received by staff. Work is to be undertaken to build capacity in HR to deliver advice to non EEA staff. This would provide the University with a foundation for a service to EEA staff following any change to their eligibility to work in the UK post-Brexit. Linked to this, the recognition by the government of the need to provide early clarity on EU nationals here and for UK nationals in Europe is welcomed. Universities UK and the Russell Group of universities have been very active in lobbying, and the President and Vice-Chancellor I have attended many meetings on Brexit, regionally and nationally. The University has contributed to a number of calls for information on the impact of Brexit including with suggestions for how these might be mitigated.
- (3) That the 2016 round of Annual Performance Reviews (APRs), completed in December, was effective in evaluating performance across the University against the key priorities identified in the strategic plans and operational priorities. Overall the University continued to make significant progress towards many of the goals and targets described in Manchester 2020, the University's Strategic Plan, but there was an acknowledgement that it still faces major challenges in some areas to achieve the "step change" that will be required to meet ambitions.
- (4) That the APR process forms the basis of the annual Stock Take Report, which the President and Vice-Chancellor will present to the Board's Accountability and Planning Conference in March and which was included in the papers for this meeting of the Board. In addition to providing accountability and analysis of

performance data, the APRs provide an opportunity for detailed discussions about ambition and strategies for future performance improvement. As last year, there was a greater emphasis on future priorities and challenges facing the Faculties, PSS, the Library and cultural institutions and this stimulated some important discussions on the future strategy for the University.

- (4) That the President and Vice-Chancellor provided an update on student recruitment and the likely reduction in levels of Home and EU applications.
- (5) That Attention was focused on recruitment for the 2017 intake, which is likely to be challenging, with increasing competition for the most qualified A level students, concerns over the impact of Brexit and considerable uncertainty and heightened competition for international recruitment.
- (6) That the Director of Compliance and Risk provided an update on two cyber security related incidents that had been actively managed by the University.

Noted: That the Board of Governors considered the agenda of the Accountability and Planning Conference, noting that some changes in the format had been incorporated.

(b) Exercise of Delegations

Reported: Acting on behalf of Senate and the Board of Governors, and on the recommendation of the relevant Head of School and Dean of the Faculty, the President and Vice-Chancellor awarded the title of emeritus professor to:

Professor Jeremy David Waddington, Alliance Manchester Business School, with effect from 1st November 2016.

Professor Raymond McMahon, School of Medical Sciences, with effect from 1st November 2016.

Professor Daniel Szechi, School of Arts, Languages and Culture, with effect from 31st January 2017.

Professor David Henson, School of Health Sciences, with effect from 31st January 2017.

8. Presentation from SLT Member

Received: A presentation on from Professor Keith Brown in his capacity as Vice-President and Dean of Humanities.

Reported: The presentation briefed members on Faculty performance, the revamped Policy @ Manchester initiative led by Diana Coyle and Andy Westwood, the Manchester Urban Institute and links to DevoManchester, Teaching, Learning and Students, Internationalisation, and domestic League Tables positions, and a broader update on the quality agenda.

Resolved: The Board of Governors provided a delegated authority to progress the appointment of the UMI3 Chair via the executive, ahead of the next formal meeting of the Board of Governors.

9. Chair's report

Received: An update from the Chair on governance related matters, including references to the ongoing Review of Board Effectiveness and on the content of the Accountability and Planning Conference Agenda in March 2017.

Noted:

- (1) That the Chair provided an update on the progress of the Review of Board Effectiveness. Led by John Lauwerys, with support from the Leadership Foundation, the final interviews with members were taking place and it was anticipated that the Report would be considered by the Board at the formal Board meeting held within the Accountability and Planning Conference.

- (2) That the Board considered the outline agenda for the Accountability and Planning Conference and requested additional high-level summary documents to support the full reporting within the Conference papers. **Action:** Registrar, Secretary and Chief Operating Officer.

10. Secretary's report

(a) Charitable donations to support survey returns

Reported:

- (1) That the University is an exempt charity, whose status is derived from the Charities Act 1993. It is responsible to HEFCE, which is charged, as its principal regulator, with monitoring its compliance with charity law obligations.
- (2) That as trustees, the Board is asked to endorse donations to be made on behalf of the University as part of the surveys, due to take place over spring and summer 2017. The donations are intended to drive up participation in the surveys, and by doing so, to ensure the University gathers meaningful feedback on its performance. This will facilitate improvements in the delivery of the University's strategic objectives, and through this, help deliver the objects defined in its charter, namely: "to advance education, knowledge and wisdom by research, scholarship, learning and teaching, for the benefit of individuals and society at large."

Resolved:

- (1) That the Board, having noted the University's objects, approved the proposal that donations on behalf of staff and students be made to a number registered charities whose objects complement those of the University, in line with the wishes of staff members and students participating in this year's University or national surveys.
- (2) That the Board provided delegated authority for the executive to make future donations to charities that are selected by the executive and whose objects complement those of the University, in line with the wishes of staff and/or students that are providing feedback to the University in the form of survey returns. Any such donations made should be reported back to the Board via the Exercise of Delegations. **Action:** Deputy Secretary

(b) Update on Senate elections

Reported: That following the recent call for nominations, ballots were underway across the faculties of Humanities, Biology, Medicine and Health and in Science and Engineering, to award Senate places from 1 September 2017. A report on the outcome of the ballots would be provided at the May meeting. **Action:** Deputy Secretary

(c) Prevent Monitoring Conclusions

Reported:

- (1) That HEFCE had provided their assessment of the Prevent Monitoring Duty return, submitted by the University in December 2016. Their assessment concluded that the University had demonstrated sufficient evidence of due regard to the Prevent Duty.
- (2) That the conclusion also included minor observations and requests for additional information in respect of training, the external speakers process and the operation of welfare policies, which the University would provide to HEFCE.

11. Risk (Deep dive)

Received: The risks identified by Board members in the recent exercise and the discussion at Audit.

Reported:

- (1) The Chair of the Audit Committee reported that the Audit Committee had discussed the Cyber Security Risk and questioned whether a successful attack was likely, or highly likely, and suggested that the University might consider its placement again, following the Board discussion.
- (2) The Audit Committee noted that a number of the risks had “moved right” in this iteration, which reflected uncertainty in the sector and perhaps a challenging financial position for universities in the future. A key consideration might be whether the University is sufficiently agile and flexible enough to manage and seize opportunities within a more challenging external environment.
- (3) That the risk identified within the contributions from Board members concerning the capacity of the University to address and pursue a series of strategic activities (“executive bandwidth”) was expressed well and might also be reflected in the register/map. The Programme Office which had been established to support the delivery of Manchester 2020, addressed elements of this concern.
- (4) That, in examining the totality of risks, the Audit Committee noted that the changes in financial and operating environments caused by external factors might damage the University’s ability to deliver the strategic plan, prompting its reconsideration.

Noted:

- (1) That within the Board’s discussion of the risks, the following additional risks were highlighted and might be further considered by the Executive:
 - Seizing the opportunities from the DevoManchester initiative
 - Further opportunities in existing student recruitment markets e.g. China, though also noting potential impact of Brexit and further limits on immigration
 - Contractual risk (not just in Estates, but also in IT), as with the IT discussion this relates to the importance of retaining an effective intelligent buyer capability.
 - The risks arising from the opening of the market to new providers, with different, innovative or flexible, models of delivery
- (2) That the Executive will reflect on the Board and Audit Committee discussions in bringing forward the next iteration of the risk maps and register.

12. Board Composition and Skills Audit

Received: The outputs of the survey of Board members on skills/experience.

Noted:

- (1) That in terms of gender, the Board is balanced in totality inc. *ex officio* and elected positions but further work is required to improve gender balance in the lay category through the Nominations Committee.
- (2) That in terms of ethnicity there was some diversity among the Board’s membership, but further work is required to ensure the Nominations Committee continues to consider a wide pool of candidates. Representation in terms of other minority groups and some specific communities is limited.
- (3) That within the lay category, lower skill levels across Information Systems, Education and Estates and Facilities. Similarly, noting the roles of Finance and Audit Committee, the breadth of Finance and Audit Skills is moderate (relative to others). There was also limited experience in respect of Pensions, Investments/Treasury Management (lay), in Cyber Security (lay) and in relation to Trade Union / Collective Bargaining experience. (lay).

- (4) That further consideration might be given to identifying individuals experienced in managing disruptive technologies or change within their organisations, particularly in relation to digital services. SME's were also not well represented. In terms of the Senate and staff category, the calls for nominations should highlight the skills and experience that would be particularly welcomed by the Board, in the run up to elections.
- (5) That, more broadly, the Nominations Committee should be encouraged to widen its recruitment practices and bring in greater diversity.

13. Board committee reports

(a) Finance Committee, 23 January 2017.

Received: A summary report and minutes of the meeting held on 2 February 2017.

Reported:

- (1) That the Finance Committee received an update on the capital programme.. Finance Committee approved the following investments stages:
 - Sir Henry Royce Institute, £11.5m of expenditure
 - Fallowfield Phase 1, £3.8m of expenditure
- (2) That from the Finance Report Finance Committee noted the following:
 - the setting of research awards targets as part of the 2017/18 budget and planning process, the need to monitor the order book and determining whether funds can be spent quicker
 - the HMRC business risk review outcome of 'non low risk' and that there is a very good relationship between the University and HMRC
 - the approval by Finance Sub Committee (FSC) that zero-rating is sought in respect of designated areas of MECD and potentially GEIC and Royce and that a simple floor-space method is used for sign off from HMRC
 - the approval by FSC of the use of the same principle of a floor-space method for GEIC and Royce in due course and the subsequent restriction on the use of the building(s) for the ten years post completion
 - the FSC approval of the principle of inviting proposals for expenditure to the merged endowment funds as part of the 2017/18 Budget and Five Year Plan process including the cross University review of present and recurrent plans that may require use of the unlocked funds.
 - the delegation by FSC of the finalisation of the communications process for the invitation of expenditure proposals to the Endowments Project Group
 - the need for the University to improve its phasing of the budget
 - the update on the international payroll obligations project indicating that an element of the provision should be released in 16/17
- (3) That the Finance Committee received and noted the December 2016 management accounts and full year forecast for 2016-17:
 - The forecast for 2016-17, provided based on November 2016's results, was not accepted by the University and Faculties have been asked to revisit this.
 - Research income is a continued concern. Awards are up year-on-year but this is not translating into increased activity.
- (4) That the Finance Committee approved the following recommendations:
 - To make its insurance programme more cost effective, the University will investigate self-insurance retaining as much as 90% of claims cost under the Combined Employees and Public Liability policy, while passing the significant volatility to the insurer. It will seek quotations for levels of excess including (i) nil excess (as status quo), (ii) £10k excess, and (iii) £20k excess for Combined Liability cover.
 - The University will implement a long term plan to reduce the level of claims. This will include reviewing policies and procedures, providing training and

support to managers in managing their claims, and hence reduce the future premium cost and related tax.

- (5) That the Committee noted the 2015-16 TRAC results and that the return will be formally approved at Audit Committee on 2nd February.
- (6) That the Committee agreed that it could provide a recommendation of a new Socially Responsible Investment Policy (SRIP) for the Board of Governors by signing off the revised materials outside of a formal meeting. This would provide a recommendation for the May Board of Governors meeting which allows discussion at the 18th April Finance Committee meeting.
- (7) That the Finance Committee received presentations from:
 - Aon Hewitt
 - Investec
 - Harris

The Committee was broadly satisfied with the performance of two Investment Managers who attended this time and felt the revised Investment strategy originally proposed by the Universities advisors Aon Hewitt was on track.

(b) Audit Committee, 2 February 2017.

Received: A summary report and minutes of the meeting held on 2 February 2017.

Reported:

- (1) The Committee noted the addition of Dapo Ajayi to the Audit Committee, who had transferred from Finance Committee to take up the place vacated by Edward Astle.
- (2) The Committee received a copy of the University's TRAC summary, covering the return submitted to HEFCE in January 2017. The Audit Committee was content with the process and the submission as presented, and recommended that the TRAC Summary is provided to the next Board meeting.
- (3) That Uniac had finalised and completed nine substantive audits, and one benchmarking review, since the last meeting of the Committee. These covered; Data Integrity of Staff Leavers, Validated provision in Humanities, I-Proc approvers, UKVI (Students), Confucius Institute, the Construction Partnering Framework (Phase 1), the Admissions Code of Practice in University Halls and Private Halls, the Use of Temporary staff and the benchmarking of sector compliance with the Prevent Duty.
- (4) That the Data Leavers Integrity audit had prompted both immediate and longer term actions. The Student Lifecycle Project would address future concerns, but in the meantime the issues Uniac identified would be addressed by the new Information Governance Office.
- (5) That the UKVI Compliance Follow-up (Students) audit had sought to provide assurance that the internal audit actions raised in the audit of central controls in 2015/6 had been effectively implemented. Uniac identified that the management of compliance was becoming more systematic and provided a grading of reasonable reassurance, noting that further work is required to reach a consistent level of compliance.
- (6) That the Faculty of Humanities had requested an audit in order to help them improve the governance processes around their validated provision. The approval and review of validations is overseen by the Trans National Education Group, chaired by the Vice-President for Teaching, Learning and Students. While the audit offered reassurance in terms of the implementation of controls and their efficiency and effectiveness. It did identify opportunities to improve the design of those controls. The audit noted that this was an area in which there were potential risk issues in terms of perceptions of the University's reputation for quality.

- (7) That the 2015-16 audit gave rise to three management letter points within the Audit Committee report, concerning Research, Payroll, and the progress in addressing IT General Controls. The Committee received a report on these items with full details of the action that will be taken in response. Progress would be tracked throughout the year.
- (8) That the Committee received the updated Fraud Response Plan for the University, noting that it had been updated only in terms of job titles and formatting and no substantive changes were required. The Committee therefore recommended the Fraud Response Plan for approval by the Board of Governors.

Resolved: The Board of Governors approved the Fraud Response Plan.

(c) Remuneration Committee, 23 November 2016.

Received: The minutes of the meeting held on 23 November 2016 (previously reported to the November meeting).

15. Report from the Senate

Received: An oral report from the President and Vice-Chancellor on the business initiated at the meeting of Senate held on 8 February 2017.

Reported:

- (1) That Senate was updated on recent government announcements of relevance to higher education and the current situation regarding the Higher Education and Research Bill and Brexit. Senate also received a report on progress in relation to the priorities for action identified by the 2016 accountability and planning conference, 2016 student numbers, and 2017 student applications.
- (2) That the Vice-President (Teaching, Learning and Students) updated Senate on preparations for the National Student Survey 2017 and the University's submission to the second phase of the Teaching Excellence Framework.
- (3) That the Vice-President (Research and Innovation) reported on the Industrial Strategy Challenge Fund, Science and Innovation Audits and the appointment of Professor Philip Withers as the first Chief Scientist for the Henry Royce Institute. A number of changes to postgraduate research regulations and policies were presented and approved.
- (4) That Senate received a progress report on the review of the Faculty of Science and Engineering. This, plus the role of Senate in such reviews, was discussed at length.
- (5) That Senate received and noted the Annual Report of Student Appeals, Student Complaints and Student Discipline Cases for 2015-16.

16. Report from the Planning and Resources Committee

Received: A summary of matters discussed at the meeting of the Committee held on 8 November 2016 and 13 December 2016, including a revised University Travel Policy, for approval.

Reported: That the Report provided information on the Jodrell Bank Discovery Centre Annual Performance Review, the Teaching Excellence Framework, the Office for Fair Access (OFFA) monitoring return, the Postgraduate Taught Bursary proposal, Planning and Accountability, Finance, HR, and Estates Issues, the University of Manchester Research Institute (UMRI), and the Review of the Faculty of Science and Engineering.

Noted: That as the University was using only one Travel Management supplier, it might consider spot checks to ensure it was obtaining good value on popular routes.

Resolved: That the Board of Governors approved the Travel Management Policy.

17. University Union Relations Committee (UURC)

Received: A report of the meeting between the University and the Students' Union held on 19 January 2017.

Reported:

- (1) That UURC received an update on the building project, agreed minor changes to the Memorandum of Understanding between the Union and University and received a Report from the Students Union (which was also provided to the Board).
- (2) That the Union anticipated publication of the Student Safety Report in February 2017 and it was hoped that its recommendations may be presented to the University and other stakeholders by Easter

18. Forward Agenda and Programme of Work

Received: The Chair presented the Forward Agenda for the Board, for review. An outline of the Board schedule for 2017-18 was also provided for the Board's consideration

Noted: That the schedule for 2017-18 had been re-designed in order provide an opportunity for greater levels on engagement on formal meeting days, and to provide more time to socialise between formal events.

Resolved: That members were asked to add the dates in the 2017-18 schedule to their diaries.